Analysis of Challenges in Implementing Telecommuting Work Culture at PT. Ami Raflindo (2024)

Afina Kurnia Fajri[1], Christian Wiradendi Wolor[2], Marsofiyati[3]

[1]Digital Office Administration Student, Universitas Negeri Jakarta, Indonesia
[2]Digital Office Administration Student, Universitas Negeri Jakarta, Indonesia
[3]Digital Office Administration Student, Universitas Negeri Jakarta, Indonesia

Abstract

Telecommuting, or remote work, has become increasingly popular in the digital era, especially following the COVID-19 pandemic. The flexibility offered by this work model is believed to enhance work-life balance, productivity, and employee loyalty. This study aims to explore the challenges and impacts of telecommuting implementation at PT. AMI Raflindo using a descriptive qualitative approach. Data was collected through in-depth interviews and observations with employees involved in telecommuting. The findings reveal that while telecommuting improves productivity and job satisfaction, employees still face significant challenges such as household disruptions, technical issues, and limited social interactions that affect team effectiveness. Additionally, difficulties in time management and connectivity are common issues encountered. To address these challenges, this study recommends time management training, improved access to technology, and the creation of virtual social interaction spaces. Theoretical implications contribute to the literature on organizational support, communication, and time management in remote work environments. Practically, the study encourages companies to develop more flexible policies, provide relevant training, and strengthen employee relationships to create a more inclusive and productive work environment. The study is limited by a small sample size and interview subjectivity, but it provides important insights for better telecommuting implementation in the future.

Keyword: Telecommuting, Work Flexibility, Productivity, Job Satisfaction, Time Management, Career Development

1 Introduction

Remote work culture has become increasingly popular among many companies, especially since the onset of the COVID-19 pandemic, which forced significant changes in the traditional way of working. Implementing this concept is driven by the various benefits that can be generated, including greater time flexibility for employees and reduced office operational budgets, such as the cost of renting workspaces, electricity, and other supporting facilities. In a pandemic, remote working is the leading solution for companies to maintain business operations while ensuring employee safety.

The rapid development of information and communication technology in the past decade is also a significant factor that allows remote work to be implemented more efficiently. Technologies such as cloud computing, project management applications, and communication software such as Zoom, Microsoft Teams, and Slack significantly support the company's smooth operation, even though employees work from different locations. The use of these technologies not only enables faster communication and collaboration but also helps companies to monitor employee productivity and performance in real time. However, transitioning from a traditional work culture to a remote work model is not free from challenges. Many digital companies face communication issues between teams, difficulties in building and enhancing cooperation, and declining employee engagement and motivation levels. Performance management in a virtual environment also becomes more complex, as monitoring employee productivity without regular face-to-face interaction is complex.

Digital companies are pioneers in adopting technology in their operations, as they are naturally the most likely to implement a remote work culture. However, transitioning from a traditional work culture to a remote work model is not as easy as one might think. For digital companies, although there are various advantages, such as being able to save operational costs but still be able to increase the productivity of company performance, in its implementation, this remote work culture is still faced with various challenges.

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Digital companies are naturally more adaptable to remote working models, as their operations are already highly dependent on technology. As pioneers in technology adoption, digital companies have started implementing remote working even before the pandemic as part of their operational and employee retention strategies. This working model allows them to expand their employee base geographically, access global talent, and improve operational efficiency and flexibility. However, remote working offers several benefits, such as reduced operational costs, increased time flexibility, and the potential for higher productivity, but its implementation is not free from obstacles.

As a report by Kompas Tekno revealed, "The Covid-19 pandemic has been a major catalyst in driving the adoption of remote working in various sectors, especially in digital

enterprises. Although teams work from different locations, variousus technology platforms such as Zoom, Microsoft Teams, and Slack are the main communication tools that support smooth operations. Even so, the implementation of this working model is not entirely free from obstacles. The most common challenges faced are decreased employee engagement, communication difficulties between teams, and constraints in effective performance management. Nevertheless, digital industry players are optimistic that remote working can become a long-term working model supporting the efficiency and flexibility of company operations" (KompasTekno, 'Digital Companies Face Challenges and Opportunities in the Remote Working Era', 2024).

This study explicitly raises the case of the company PT AMI Raflindo as the object of research, focusing on analyzing the challenges that arise in implementing a telecommuting work culture in the company. The title of the study, "Analysis of Challenges in the Implementation of Telecommuting Work Culture at PT. AMI Raflindo," reflects the main objective of this study, which is to explore and analyze in detail the challenges faced and strategies that can be applied to support the successful implementation of telecommuting work culture in the company.

2 Literature Review

2.1 Remote Work Culture

Remote or remote work culture is a system where employees can complete tasks from anywhere, not tied to the office's physical location. This includes using technology for communication, collaboration, and work management and implementing flexibility in working time and workplace. This concept has become increasingly popular in recent years, especially with the advancement of technology. This work culture aims to increase productivity, work-life balance, and access to global talent.

According to Nicholas Bloom (2015), remote work is a model where employees can perform tasks from a location not tied to a physical office. This can improve efficiency and work-life balance. It should be emphasized that remote work culture is not only related to technology but also includes open communication and close collaboration between team members even though they work from different locations. Rahman (2022) also emphasizes that remote work culture is not only related to technology but also includes open communication and close collaboration between teams, even though they work in different locations.

Amstad (2017) describes telecommuting as a work method that allows employees to work from home or another location. This can improve the relationship between work and family life and give them a sense that the company can take good care of workers. The concept similarities between remote working and teleworking have also been mentioned by McShane & Glinow (2021), namely flexibility in time, place, mode of communication, and use of information.

2.2 Types of Remote Work Culture

Many companies and organizations have different concepts in implementing this remote work culture. This can be adjusted to the industry, work culture, and company policies. The following are the types of remote work culture:

a. Freelancing
b. Remote Work
c. Telecommuting
d. Virtual Teams
e. Co-working
f. Contract Work

2.3 Definition of Telecommuting Work Model

Telecommuting has become an increasingly popular trend in the modern workplace. This concept allows employees to work from different locations, such as home or elsewhere, by utilizing information and communication technology. As telecommuting becomes more common, it is essential to understand the definition of the work culture surrounding it. Telecommuting work culture refers to the values, norms, and behaviours shared by an organization and its employees in teleworking. It encompasses how employees interact, communicate, and accomplish tasks despite being physically separated.

2.4 Indicators of Telecommuting Work Culture

Indicators Telecommuting work culture indicators cover various aspects that can help organizations assess and develop an effective remote work environment. Here are some crucial indicators identified in telecommuting work culture:

a. Clear Work Policies
b. Effective Communication
c. The flexibility of Time and Place
d. Trust and Autonomy
e. Employee Involvement
f. Results-Based Performance Measurement

2.5 Indicators of Effective Telecommuting

Effective telecommuting implementation can be measured through several key indicators: employee productivity, employee satisfaction, employee retention, and the effectiveness of team communication and collaboration. These indicators are interrelated and affect the success of telecommuting implementation in the company. Productivity in telecommuting is defined as the ability of employees to achieve targets and complete tasks within the set time despite working remotely. Shachaf (2008) states that "effective telecommuting can increase individual productivity because employees have the flexibility to manage their time and work locations are more conducive." This is supported by a McKinsey & Company (2020) report, which states that companies that implement telecommuting experience an increase in productivity of up to 20%, especially in the technology-based digital sector. To measure productivity, companies can use project management tools such as Asana or Trello, which allow for the real-time tracking of work results..

3 Material and Method

This research applies a qualitative method, which is an approach that focuses on in-depth observation of a phenomenon or event in its original condition without manipulating the environment or variables as in laboratory experiments. In accordance with the

principles of naturalism, this approach demands direct data collection in the field, where researchers can observe events as they are in natural locations and relevant to the research topic (Abdussamad, 2021).

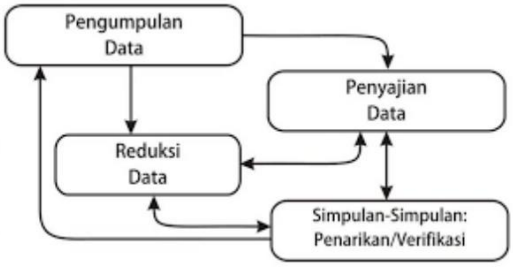
3.1 Design Study

This research uses a qualitative approach, explained by Sugiyono (2015) as an approach that seeks to understand phenomena in a specific context through the views and experiences of participants. According to Moleong (2017), the qualitative approach emphasizes descriptive data in written or spoken words from people and observable behaviour. In descriptive research, researchers study phenomena, events, and the life experiences of individuals or groups in depth. Participants are asked to share their experiences or life stories, which the researcher summarizes into a descriptive narrative.

3.2 Data Analysis

According to Moleong (2002), data analysis is the process of arranging the order of data into a pattern, category, and basic description unit so that the data is easier to read and conclude. Meanwhile, according to Taylor (1975), data is a process that details formal efforts to find themes and formulate hypotheses (ideas) as suggested and as an attempt to provide assistance and themes to hypotheses.

In using qualitative analysis, the interpretation of what is found and the conclusion uses logic or systematic reasoning. The qualitative analysis used is an interactive analysis model that requires data reduction, data presentation, and conclusion drawing/verification using Sugiyono's interactive mode.



Gambar 3.1 Pra-Riset 1
Sumber : Data dikelola penulis (2024)

Data collection is a strategic step in research because data must be collected to fulfil the study's integrity and answer research questions. The data collection process begins with wawa nata and observation with PT AMI Raflindo employees.

"Reducing data can be interpreted as summarizing, selecting key things, focusing on important things, looking for patterns and themes" (Sugiyono, 2008: 247). Reducing the data will provide a clearer picture, making it easier for researchers to collect further data. Data reduction can take the form of summarizing, coding, concentrating themes, creating problem boundaries, and writing memos during data collection. "Qualitative research presents data in the

form of brief descriptions, charts, relationships between categories, flowcharts, and the like" (Sugiyono, 2008).

Conclusion Drawing & Verification: conclusions here are new findings and have never existed. The findings are still dim and become clear after research (Sugiyono, 2008: 253). Conclusions need to be verified to be stable enough and can be accounted for. Therefore, it is necessary to carry out repetition activities for stabilization purposes, tracing data back quickly, perhaps due to second thoughts that arise across the researcher when writing data presentations by looking back briefly at field notes.

4 Result

To gain a deeper understanding of the challenges faced in implementing the telecommuting work culture at PT AMI Raflindo, the researcher asked five participants a series of questions related to their experience in working remotely. The following are the answers from the participants in the interview session that provide insight into the issues faced during the telecommuting process in the company.

1. Employee Productivity

   Based on observations and interviews conducted by researchers, it was found that telecommuting at PT AMI Raflindo significantly impacts employee productivity. While most employees feel their productivity has increased, some feel it has decreased. Shows that there are variations in the remote work experience.

2. Employee Satisfaction with Telecommuting

   Observations of remote employees show that many of them have experienced significant changes in how they go about their daily work. Many employees feel more comfortable with the flexibility provided, allowing them to customize their time and work environment according to their needs. Easy access to communication tools and collaboration applications ensures they remain productive despite not being in the office.

3. Employee Retention

   Observations of employee retention dynamics in the context of telecommuting show that many employees feel more attached to their companies thanks to the flexibility offered. Employees show high satisfaction with their ability to work from home, which helps them fit their work schedules around their personal lives and other responsibilities. This flexibility increases productivity and makes employees feel valued and trusted by the Company. However, some challenges can affect an employee's decision to stay put. Reduced social interaction is also a concern, as it can affect an employee's bond with the team and the Company.

4. Communication Effectiveness

   Observations of communication effectiveness at PT AMI Raflindo show that although telecommuting provides convenience, challenges remain. Employees utilize digital communication platforms like Zoom, Slack, and email to collaborate and share information. It helps keep the workflow smooth and ensures that tasks are completed on time. However, some obstacles arise during the communication process. Technical glitches, such as unstable internet connections, are an obstacle that employees often face.

5. Challenges and Impacts of Telecommuting

Observations of the implementation of telecommuting at PT AMI Raflindo show that while there are many benefits, employees also face some significant challenges. One of the main challenges is distractions from the home environment, which can interfere with concentration and productivity. Many employees report difficulty maintaining focus due to household responsibilities or distractions from family members.

Another challenge is the lack of social interaction and effective communication between coworkers. Some employees feel isolated and lose connectivity with their team without a physical presence in the office. In terms of technology, although many communication tools are available, sometimes there are technical problems, such as unstable internet connection issues. It can disrupt workflow and make some meetings ineffective.

5 Discussion

The implementation of telecommuting at PT AMI Raflindo brings various challenges and needs to be analyzed in depth to understand its impact on the company's work culture. On the one hand, telecommuting offers flexibility and convenience for employees, allowing them to work in an environment that better suits their personal preferences and family responsibilities. On the other hand, telecommuting offers flexibility and convenience to employees, allowing them to work in an environment that better suits their personal preferences and family responsibilities. The flexibility provided by telecommuting will enable employees to set their work schedules.

1. **Employee Productivity**

Based on observations and interviews, telecommuting at PT AMI Raflindo impacts employee productivity. In this context, it is essential to examine how individuals' experiences of working create variations in their perceived productivity levels.

Adapting to employee feedback is key to creating policies that focus on productivity and employee well-being. For example, if many employees report difficulties managing their time when working from home, companies can consider offering time management training or technological tools to assist in task organization. In addition, organizing regular sessions to discuss challenges faced by employees can create a space for open communication and mutual understanding, strengthening the relationship between management and staff.

On the other hand, telecommuting also opens up opportunities for companies to reach a broader range of talent. By not being limited to a physical location, companies can attract employees from different backgrounds and different regions. It not only increases diversity in the team but can also enrich the perspectives and ideas brought by new employees, which in turn can contribute to innovation and creativity in the workplace.

Thus, organizations that are successful in telecommuting implementation are those that not only pay attention to the productivity aspect but also actively listen and respond to the needs of employees. Through this approach, PT AMI Raflindo and

other organizations implementing telecommuting can create a more productive, inclusive, and fulfilling work environment for employees..

2. **Employee Satisfaction**

Observations of telecommuting employees at PT AMI Raflindo indicate a significant change in how they go about their daily work, creating a new dynamic that affects their comfort and satisfaction. Many employees reported positive feelings towards the flexibility provided by telecommuting, which allows them to customize their time and work environment according to their personal needs. This phenomenon reflects findings from research showing that flexibility in work can increase job satisfaction and reduce stress, contributing to higher productivity (Kossek et al., 2014).

One essential aspect is technological support. Technology is the backbone for smooth communication and collaboration in today's digital era. Without adequate technology infrastructure, the flexibility provided to employees can be ineffective. Research shows that employees with good access to communication tools and collaboration applications tend to be more productive and feel more connected to their teams (Baker et al., 2007). Therefore, companies must ensure all employees have the right tools and training to make the most of the technology.

In addition, building a platform for better social interaction is also an important step. Social interactions have a significant impact on employees' mental and emotional well-being. Research shows that social interaction in the workplace contributes to increased team spirit and trust between coworkers, which in turn contributes to a more positive work environment (Bakker & Demerouti, 2017).

Thus, it is important for PT AMI Raflindo to see telecommuting as an alternative way of working and an opportunity to build a better work ecosystem. When facing challenges and capitalizing on opportunities, companies can shape a work environment that is not only responsive to employee needs but also productive and innovative.

3. **Employee Resistance**

Observations of employee retention dynamics in the context of telecommuting at PT AMI Raflindo revealed a complex relationship between work flexibility and employee loyalty. Many employees feel that the company's telecommuting policy allows them to fit their work schedules around their responsibilities, positively impacting their loyalty. Not only does this flexibility allow them to perform tasks at home, but it also improves overall job satisfaction.

Overall, these observations and interviews highlight that while telecommuting can increase employee loyalty through flexibility, challenges remain in career development opportunities and job uncertainty. Companies must take proactive steps to provide flexibility and pay attention to the broader aspects of employee development. By establishing clear career development paths, transparent communication, and ongoing support programs, PT AMI Raflindo can create a work environment that retains employees and optimizes their potential, thus improving the organization's overall performance in the long run.

4. **Communication Effectiveness**

Observations of employee retention dynamics in the context of telecommuting at PT AMI Raflindo reflect a complex relationship between work flexibility, loyalty, and the decision to stay with the company. Employees generally feel that the telecommuting policy increases their attachment to the company, mainly due to its flexibility. Fitting work schedules around personal responsibilities makes employees feel more valued and trusted. Contributes to high satisfaction, which is an important factor in increasing productivity.

Overall, this interview data illustrates that challenges remain while telecommuting can increase employee loyalty. Companies need to realize that flexibility must be balanced with attention to career development and job security. Employees who feel they have a path to grow and contribute to the company will be more motivated to stay. Therefore, PT AMI Raflindo should develop a strategy that not only focuses on providing flexibility but also on creating a work environment that supports growth and development, as well as maintaining open communication regarding stability and opportunities in the company. With this approach, the company can increase employee retention rates and create a stronger and more cohesive organization in the long run.

5. **Challenges and Impacts of Telecommuting**

Observations of the implementation of telecommuting at PT AMI Raflindo revealed that while there are many benefits, employees also face significant challenges that affect their productivity and connectedness. One of the main challenges faced is distractions from the home environment. Many employees report difficulty maintaining focus, often caused by household responsibilities or distractions from family members. This situation shows that while telecommuting offers flexibility, the challenge remains to create a productive work environment at home. This is in line with research showing that employees who work from home face problems with time management and workspace organization (Golden, 2006).

Technological issues are also a significant challenge in the implementation of telecommuting. Unstable internet connections and other technical constraints often disrupt workflow, making communication and team collaboration difficult. Employees who do not have access to adequate technology may feel isolated and disconnected from their coworkers. Therefore, companies must ensure that all employees are equipped with the proper devices and good access to the Internet. It will not only improve the effectiveness of communication but also help create a more efficient work environment.

Lack of social interaction among employees is another significant challenge. Many employees feel isolated and lose connectivity with their peers without a physical presence in the office. It can negatively impact morale and team collaboration, essential for completing tasks and projects. Research shows that social interaction in the workplace contributes to increased employee motivation and engagement, which is especially important in a work environment that supports telecommuting (Bakker & Demerouti, 2017).

Through a more integrated strategy, PT AMI Raflindo can ensure that telecommuting is not just an alternative but also an effective and sustainable working model. Employees who feel supported and connected to their coworkers tend to be more loyal and motivated to contribute to the company's success. Ultimately, investing in creating a positive work environment will contribute to the company's long-term success. In an ever-changing world of work, companies that can adapt and support their employees in meeting the challenges of telecommuting will have a significant competitive advantage.

Thus, focusing on employee well-being, skills development, and the creation of strong social relationships can bring benefits not only to individuals but also to the organization as a whole, creating a productive and harmonious work culture in the telecommuting era..

6 Conclusion, Implication, and Recommendation

6.1 Conclusion

1. Telecommuting at PT AMI Raflindo provides significant flexibility for employees, allowing them to fit work schedules around personal responsibilities. This increases job satisfaction and loyalty, as employees feel valued and trusted by the Company.
2. While many employees are comfortable with the flexibility offered, distractions from the home environment are a significant challenge that affects their ability to focus and productivity. Employees report difficulty managing their time and creating a workspace without distractions.
3. Technical constraints, such as unstable internet connections, often disrupt team workflow and communication. Without adequate technology support, employees feel isolated and experience difficulties in collaboration, which can reduce team effectiveness.
4. Telecommuting reduces social interaction in an office environment, making some employees feel alienated and disconnected from their peers. This lack of social interaction can impact morale and team collaboration, which the Company needs to address.
5. To overcome the challenges faced in telecommuting, companies should provide appropriate support, including time management training, adequate technology access, and opportunities for social interaction. With these measures, PT AMI Raflindo can create a more productive and harmonious work environment, which ultimately supports the Company's long-term success.

6.2 Implications

1. Theoretical Implications
   a. Theories on job satisfaction suggest that flexibility in work time and location contribute to increased job satisfaction.
   b. Time management theory underscores the importance of skills in managing distractions from the work environment, especially in telecommuting.
   c. Communication theory suggests that social interaction and effective communication are important for building attachment in the workplace.

d. Organizational support theory states that when employees feel support from the Company, they tend to be more loyal and motivated.
e. Career development theory emphasizes that learning and growing opportunities are key factors in employee retention.

2. Practical Implications

The practical implications of the research results on telecommuting at PT AMI Raflindo show that companies must take concrete steps to improve employees' work experience. One important step is implementing a flexible policy that allows employees to customize their work time and place. With this policy, employees can organize their working hours according to their personal needs and responsibilities, increasing satisfaction and loyalty towards the Company. Furthermore, companies should provide time management training focusing on strategies to overcome distractions while working from home. This training will help employees develop the necessary skills to stay productive and manage household responsibilities. As such, employees will be better prepared for the challenges in a remote work environment.

Adequate use of technology is also an important aspect of maintaining employee effectiveness. Companies should ensure that employees have sufficient access to the communication tools and technology needed to perform their duties well. Financial support or additional resources, such as subsidies for internet costs, can help employees have stable connections and appropriate devices, thereby reducing technical obstacles that can interfere with productivity.

Finally, investment in career development is necessary to increase employee loyalty and motivation. Companies should provide clear professional development opportunities, including training programs, mentor coaching, and transparent promotion paths. Companies can retain top talent and create a sustainable work environment by demonstrating a commitment to employee growth and development..

6.3 Recommendations for Further Research

1. To increase the generalizability of the findings, it is recommended that future research involve a larger and more representative sample size of the entire employee population at PT AMI Raflindo. Research across different departments and locations may provide a more comprehensive insight into the telecommuting experience.
2. Future research should consider external factors that affect retention and productivity, such as economic conditions, government policy changes, and industry dynamics. Understanding the broader context can help identify more specific challenges and opportunities in telecommuting implementation and conduct longitudinal studies to follow employee development over time in a telecommuting context. By monitoring changes in employee satisfaction, productivity and loyalty, research can provide insight into how the telecommuting experience can adapt over time.

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