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IMPACT OF FLEXIBLE WORK, TECHNOSTRESS ON PERFORMANCE WITH SUPERVISOR SUPPORT AS A MODERATING VARIABLE

Turmudi
Universitas Terbuka, Jakarta
Janita S Meliala
Universitas Bina Nusantara, Jakarta
Joko Rizkie Widokarti
Universitas Terbuka, Jakarta

*Correspondence: t90082177@gmail.com

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ABSTRACT

After the COVID-19 pandemic, many organizations asked employees to return to conventional work arrangements. However, the worsening air quality in DKI Jakarta led the government to implement a work from home policy for civil servants. Concerns have arisen about the performance of civil servants if work from home a form of flexible working arrangement, is implemented permanently. Thus, this research is performed to investigate the influence of flexible working arrangement on performance, incorporating technostress as an independent variable and supervisor support as a moderating variable. Using a quantitative method, 507 civil servants in DKI Jakarta who experienced flexible working arrangement for at least six months participated in the study. Data were collected via an online questionnaire and analyzed using multiple regression and moderation regression methods. The results revealed that flexible working arrangement positively and significantly influences employee performance. Technostress negatively and significantly affects performance. Supervisor support strengthens the positive impact of flexible working arrangement on performance, but its moderating effect on technostress is non-significant. Thus, while flexible working arrangement improves performance, and technostress hinders it, the negative impact of technostress can be mitigated by supervisor support, reducing its significance. This research underscores the importance of balancing flexible work arrangements with adequate supervisor support to enhance civil servants' performance.

INTRODUCTION

The COVID-19 pandemic has significantly impacted societal life, leading to the temporary paralysis of economies and the implementation of work-from-home (WFH) policies. To revive the economy, both government and private sectors have agreed to implement work-from-home (WFH) policies, allowing employees to work remotely, utilising available communication and information technologies. However, before COVID-19, WFH implementation was relatively low, with Indonesia being among the countries with low adoption.

Flexible Working Arrangements (FWA) have been implemented by companies like Traveloka, Tokopedia, and Gojek, which are relatively new and led by executives from the millennial generation. Research conducted by Pradipta and Martdianty (2023) and Yang et al. (2021) found that FWA has a positive and significant impact on employee performance. FWA increases employee work engagement, leading to higher performance, as the flexibility of FWA allows employees to work under optimal conditions, avoiding traffic congestion or other disruptions that cause stress and hinder work efficiency.

According to Kusbiyantoro (2022) supervisor support plays a significant role in the positive and significant influence of FWA on performance. When a supervisor fully supports the use of FWA by employees, it creates a feeling among employees that their supervisors appreciate and support their efforts to achieve a balance between work and personal life. This support can reduce stress and increase motivation, which in turn can improve performance. Additionally, supervisors who provide full support for FWA may be more inclined to collaborate with employees in adjusting their tasks and responsibilities to fit flexible working arrangements, helping employees plan and execute their work more efficiently (Bainbridge & Townsend, 2020). Certainly, this makes the supervisor support a moderating variable, i.e., a third variable that moderates or changes the strength or direction of the relationship between the independent variable (predictor variable) and the dependent variable (response variable).

FWA also enhances the efficiency of company resource utilisation. With this work arrangement, companies can optimise office space usage and reduce operational costs associated with physical facilities. A survey conducted by IWG plc (2021) reported an increase in the efficiency of their office space usage. Additionally, Global Workplace Analytics in 2021 showed that companies in the United States could save an average of $11,000 per year per employee who works from home part-time.

Recently, several major cities in Indonesia, especially Jakarta and its surrounding areas, have experienced an increase in air pollution. FWA can be a solution to this problem by reducing the number of motor vehicles operating daily and alleviating traffic congestion. Davidescu et al. (2020) state that FWA can be considered as one form of sustainable human resource approach, as it not only reduces air pollution emissions but also reduces energy consumption and mitigates negative impacts on the environment. The government is currently conducting a trial to implement FWA for civil servants in Jakarta for two months. The FWA to be implemented is hybrid working, based on the principle of WFH 50%, meaning that only 50% of the total civil servants are required to come to the office each day, with the rest working from home. If this trial proves effective in reducing pollution, the likelihood of implementing FWA arrangements in the long term is high.

However, it is important for research on FWA and its impact on performance to consider other variables such as technostress as an independent variable. Many employees experience difficulties and feel stressed due to the increasing variety of information and communication technologies needed to complete work tasks, especially in FWA settings. By incorporating the technostress variable into the regression model, research can provide a more comprehensive understanding of the relationship between FWA and employee performance and provide guidance for organisations in effectively managing information and communication technologies.

This research will investigate the impacts of FWA and technostress to employee performance with supervisor support as moderating variables. There are four research questions: 1) how does FWA impact the performance of civil servants? 2) how does technostress impact the

performance of civil servants? 3) to what extent does FWA influence the performance of civil servants, moderated by supervisor support? 4) how does technostress influence the performance of civil servants, moderated by supervisor support.

Literature Review

Flexible Working Arrangement and Employee Performance

Flexible working arrangements (FWA) encourage changes in daily or weekly work patterns (Azar et al., 2018; E. Stavrou & Ierodiakonou, 2011; E. T. Stavrou, 2005), acknowledged in the literature as a way to increase job levels, labor market flexibility, and improve job performance/organizational effectiveness E. T. Stavrou (2005). FWA has a positive influence on individuals and organizations. At the individual level, FWA provides significant psychological benefits for employees. For example, after childbirth, when a mother returns to work, FWA helps reduce her fatigue and stress, leading to better organizational loyalty (Crowley & Kolenikov, 2014). Furthermore, FWA helps reduce depression, work-family conflicts, lower job quitting intentions, greater job control (Azar et al., 2018; Crowley & Kolenikov, 2014), higher commitment, job satisfaction, and productivity. Based on this explanation, the hypothesis can be developed as follows:

H1: Flexible working arrangements have a positive and significant impact on employee performance

Technostress and Employee Performance

Technostress is understood as a condition in which employees are unable to meet the company's demands to use information and communication technology to a certain extent, leading to various pressures. Based on research conducted by Tarafdar et al. (2014), technostress has a negative impact on performance because the pressures and discomfort experienced by employees due to technostress can disrupt their ability to work efficiently and effectively. The same was found in a study by Li & Wang (2021) that some causes of technostress such as techno-overload, techno-complexity, and techno-insecurity have a significant negative impact on employee performance. Based on this explanation, the hypothesis can be developed as follows:

H2: Technostress has a negative and significant impact on employee performance

Supervisor Support as Moderating Variable

Supervisor support plays a crucial role as a moderator in the impact of FWA on employee performance. FWA is perceived to positively affect employee performance by offering flexibility in time and work environment management. However, effective FWA implementation may be hindered without adequate supervisor support (Den Dulk et al., 2016). This support encompasses various aspects, including assisting employees in FWA planning and implementation, addressing potential work-life conflicts, and fostering a supportive work environment. Therefore, with moderating supervisor support, it is anticipated that employees will feel more confident and satisfied in utilizing FWA, ultimately leading to enhanced performance (Rachmanantya & Martdianty, 2023). In essence, supervisor support serves as a pivotal link that translates the potential of FWA into tangible improvements in employee performance (Choi, 2018).

In previous research conducted by Tarafdar et al. (2014) and Li & Wang (2021), it was found that technostress has a significant negative impact on employee performance because technostress creates pressures that make employees unable to work efficiently and effectively. However, these pressures can be reduced or even eliminated with strong supervisor support. A study conducted by Hessari & Nategh (2022) found that supervisors who help employees cope with technostress and provide resources or training create a coping

mechanism for employees to deal with technological pressure. This can improve overall employee performance and reduce the negative impact of technostress on their productivity. Additionally, strong supervisor support can create a more positive and supportive work environment, making employees feel more motivated and enthusiastic in carrying out their tasks.

H3: Supervisor support enhances the significant impact of flexible working arrangements on employee performance.

H4: Supervisor support does not significantly strengthen the impact of technostress on employee performance.

Research Framework

A research framework provides a structured approach to conducting research, guiding the researcher through the process of defining the problem, collecting and analyzing data, and interpreting results. The framework of this research is developed based on the four hypothesis.

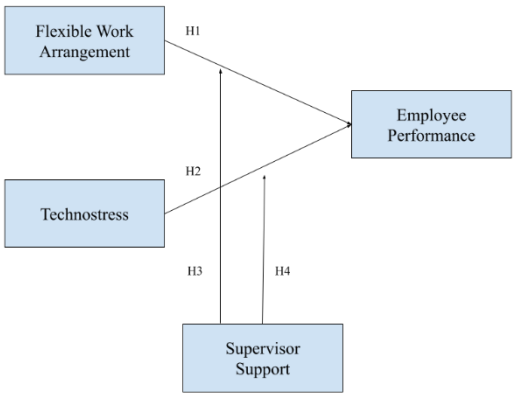

Figure 1. Research Framework

In this framework, it is assumed that the implementation of FWA by the organization and the level of technostress experienced by employees can impact employee performance. FWA allows employees to work more flexibly, potentially improving their performance, while technostress may add pressure that could adversely affect their performance. However, the crucial role of supervisor support in handling FWA and technostress is also recognized. Supervisor support is anticipated to moderate the relationship between FWA, technostress, and employee performance.

METHOD

This research employs a quantitative method. The population for this study comprises civil servants employed in Jakarta, totaling 51,714 individuals. The sample size was determined using the Taro Yamane formula with a 5% sampling error rate, resulting in a calculated sample size of 397. To gather data from the sample, the researcher designed an online questionnaire. Before distribution, the questionnaire items representing the independent, dependent, and moderating variables underwent validity and reliability testing. All items were assessed for validity with a corrected-total item correlation value >0.3 and reliability with a Cronbach's Alpha value >0.7. The researcher successfully collected data from 507 respondents, surpassing the minimum calculated sample size. The collected data were analysed using descriptive methods as well as regression analysis. Two types of regression were performed: multiple regression and moderation regression.

Multiple and Moderating Regression Model

In this study, there are three regression models. The first regression model involves Flexible Working Arrangements (FWA) and technostress as independent variables and employee performance as the dependent variable. This first regression model will be analysed using multiple regression methods. Meanwhile, the second regression model involves FWA as the independent variable, employee performance as the dependent variable, and supervisor support as the moderating variable. For the third regression model, it involves technostress as the independent variable, employee performance as the dependent variable, and supervisor support as the moderating variable. In the second and third regression models, the values of

the independent variables will be multiplied by the values of the moderating variable, creating new values for the interaction variable. Based on the explanation above, the regression equations for each model are as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$
$$Y = a + b_1X_1 + b_2X_2 + b_3X_1X_2 + e \quad (2)$$
$$Y = a + b_1X_1 + b_2X_2 + b_3X_1X_2 + e \quad (3)$$

In the regression equation (1), Y represents employee performance dependent variable, X_1 represents FWA as independent variable, X_2 represents technostress as independent variable, a is the constant (intercept of Y), b signifies the coefficient of variable (coefficient of determination), and e denotes the error term. Equation (1) represents multiple linear regression. Meanwhile, in the regression equation (2), Y represents employee performance dependent variable, X_1 represents FWA as independent variable, X_2 is the moderating variable, which is supervisor support, a is the constant (intercept of Y), b signifies the coefficient of variable (coefficient of determination), and e denotes the error term. Equation (2) represents the moderating regression. On the other hand, in the regression equation (3), Y represents employee performance dependent variable, X_1 represents FWA as independent variable, X_2 is the moderating variable, which is supervisor support, a is the constant (intercept of Y), b signifies the coefficient of variable (coefficient of determination), and e denotes the error term. Equation (3) represents the moderating regression.

Prior performing regression analysis, classical assumption test, namely normality, multicollinearity, and heteroscedasticity are conducted to ensure the robustness of the regression results. Normality tests assess whether the residuals of the regression model are normally distributed. Multicollinearity tests examine the degree of correlation among the independent variables to ensure they are not excessively correlated. Heteroscedasticity tests determine whether the variance of the residuals is constant across all levels of the independent variables. These tests are essential to verify the reliability and validity of the regression analysis findings. Once these assumptions are met, the regression analysis can proceed to examine the relationships between the variables and test the hypotheses formulated in this research. The result of classical assumption test revealed that the data is normally distributed, free from multicolinarrity, and free homogeneity. Thus, the data meets the classical assumptions required for regression analysis.

RESULT AND DISCUSSION

Respondents' Profile

Table 1. *Respondents' Profile*

	Category	Frequency	Percentage
Sex	Male	270	53,16%
	Female	237	46,84%
Age	18 - 24	80	15,78%
	25 - 34	289	57,05%
	35 - 44	133	26,26%
	45 - 54	5	0,99%
Marital Status	Single	67	13,21%
	Married	440	86,79%
Educational Level	High school	101	19,92%
	Diploma	126	24,85%

	Undergraduate	207	40,83%
	Post-graduate or higher	76	14,99%
Have household dependent(s)?	Yes	387	76,42%
	No	120	23,58%
Length of employment (in a year)	Less than 1 year	48	9,46%
	1 - 5 years	319	62,97%
	6 - 10 years	90	17,75%
	11 - 15 years	47	9,27%
	More than 15 years	3	0,59%
Institutes /Agencies of Employment"	Ministry of Finance	127	25,05%
	Ministry of Trade	116	22,86%
	Ministry of Home Affairs	42	8,28%
	Ministry of Tourism and Creative Economy	51	10,06%
	Ministry of Maritime Affairs and Fisheries	75	14,79%
	Ministry of Industry	12	2,37%
	Ministry of Law and Human Rights	47	9,27%
	Ministry of Religious Affairs	14	2,76%
	Others	23	4,53%

The data presented in Table 1 offers insights into the demographic and professional backgrounds of the respondents. In total, 507 individuals participated in the survey. Among them, the majority were male, comprising 270 individuals (53.16%), while 237 individuals (46.84%) were female.

In terms of age distribution, the largest group of respondents fell within the 25-34 age bracket, totaling 289 individuals (57.05%), followed by the 35-44 age group with 133 individuals (26.26%). Conversely, the 45-54 age group had the fewest respondents, with only 5 individuals (0.99%).

Regarding marital status, the survey revealed that the majority of respondents were married, accounting for 440 individuals (86.79%), while 67 individuals (13.21%) were unmarried. In respect to education, most respondents held a bachelor's degree (S1), comprising 207 individuals (40.83%). Additionally, 101 respondents (19.92%) had a high school education (SMA), while 76 individuals (14.99%) possessed a master's degree (S2) or higher qualification.

For the household dependents, the majority of respondents, 387 individuals (76.42%), reported having dependents, whereas 120 individuals (23.58%) did not. Work experience varied among

respondents, with the majority having 1-5 years of experience, totaling 319 individuals (62.97%), while only 48 individuals (9.46%) had less than 1 year of experience.

Lastly, in terms the respondent's workplace within government agencies, the distribution is varied. The Ministry of Finance had the highest number of respondents, totaling 127 individuals (25.05%), followed by the Ministry of Trade with 116 individuals (22.86%). Additionally, a smaller number of respondents were employed in other government agencies.

Regression Analysis Result

As mentioned on the methodology, this research has three regression model. The first regression model involves Flexible Working Arrangements (FWA) and technostress as independent variables and employee performance as the dependent variable. Meanwhile, the second regression model involves FWA as the independent variable, employee performance as the dependent variable, and supervisor support as the moderating variable. For the third regression model, it involves technostress as the independent variable, employee performance as the dependent variable, and supervisor support as the moderating variable.

Flexible Working Arrangement, Technostress, and Employee Performance

Table 2. *Regression Analysis Result*

Variable	R	F	Sig.	T	Sig.	Unstandardized β coefficient
FWA	0.224	13.314	0.000	3.683	0.000	0.159
Technostress				-3.853	0.000	0.138

*dependent variable: employee performance

The R value of 0.224 indicates that the simultaneous relationship of Flexible Work Arrangements (FWA) and technostress to employee performance is weak, with these variables together explaining only 22.4% of the variance in employee performance. This means that 77.6% of the variance is predicted by other variables not included in this regression model. Despite this, the F value of 13.314, which is greater than the F table value of 3.04, along with a significance (Sig.) value of 0.000 (less than the 0.05 threshold), indicates that both independent variables together have a significant impact on employee performance.

Examining the individual predictors, the T value for FWA is 3.683 with a Sig. value of 0.000, and an unstandardized β coefficient of 0.159. This signifies that FWA has a statistically significant positive impact on employee performance, with every unit increase in FWA leading to a 0.159 unit increase in employee performance, assuming other variables remain constant. On the other hand, the T value for technostress is -3.853, with a Sig. value of 0.000, and an unstandardized β coefficient of -0.138. This indicates that technostress has a statistically significant negative impact on employee performance, where each unit increase in technostress results in a 0.138 unit decrease in employee performance.

The Moderating Effect of Supervisor Support

The Moderating Effect of Supervisor Support on Flexible Working Arrangement in Influencing Employee Performance

Table 3. *Regression with Moderation Analysis Result of Model 2*

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.046	.094		.592	.591
	FWA	.324	.062	.342	5.238	.000
	Dukungan Manajer	.081	.042	.069	.571	.568
	Interaksi1	.302	.087	.298	4.843	.009

From the regression analysis conducted on the independent variable flexible working arrangement, the moderating variable supervisor support, and the interaction variable, it was found that each variable has different levels of significance. The flexible working arrangement variable has a significant influence on employee performance, as indicated by a significance value of 0.000, which is less than 0.05. In contrast, the supervisor support variable does not have a significant influence on employee performance, as shown by a significance value of 0.568, which is greater than 0.05. The interaction variable, however, has a significant influence on employee performance, with a significance value of 0.009, which is less than 0.05.

These results indicate that supervisor support acts as a pure moderating variable in the relationship between flexible working arrangements and employee performance. This means that supervisor support moderates the relationship between flexible working arrangements and employee performance without being an independent variable itself. Furthermore, the standardized coefficient value of 0.298 and a significance value of 0.009 for the interaction variable suggest that supervisor support strengthens the impact of flexible working arrangements on employee performance. This underscores the important role of supervisor support in enhancing the effectiveness of implementing flexible working arrangements to improve employee performance.

The Moderating Effect of Supervisor Support on Flexible Working Arrangement in Influencing Employee Performance

Table 4. *Regression with Moderation Analysis Result of Model 3*

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.046	.094		.592	.591
	FWA	.324	.062	.342	5.238	.000
	Dukungan Manajer	.081	.042	.069	.571	.568
	Interaksi1	.302	.087	.298	4.843	.009

The regression analysis conducted on the independent variable of technostress, the moderating variable of supervisor support, and the interaction variable revealed differing levels of significance for each variable. The technostress variable significantly influences employee performance, as indicated by a significance value of 0.000, which is less than 0.05. Meanwhile, the supervisor support variable does not significantly affect employee performance, as shown by a significance value of 0.562, which is greater than 0.05. Additionally, the interaction variable does

not have a significant impact on employee performance, with a significance value of 0.428, which is greater than 0.05.

These results indicate that supervisor support acts as a homologiser moderator, a variable that potentially moderates the strength of the relationship between the independent and dependent variables. This variable does not interact with the independent variable and does not have a significant relationship with the dependent variable. Although the standardized coefficient is a positive 0.030, the significance value of 0.428 suggests that supervisor support weakens the impact of technostress on employee performance. This indicates that while supervisor support is not significant overall in the model, it tends to mitigate the negative effects of technostress on employee performance.

Discussion

The statistical analysis results indicate that H1, H2, H3, and H4 are accepted. The H1 states that Flexible Work Arrangements (FWA) have a positive and significant influence on employee performance. This finding aligns with previous research conducted by Azar et al. (2018) and E. T. Stavrou (2005). These studies explain that FWA provides physical and psychological benefits to employees. The physical benefits arise because FWA allows employees to arrange their work hours and locations according to their needs, enabling them to find work schedules that match their rhythm and physical capacity. This ultimately reduces physical fatigue significantly and helps maintain physical fitness.

Furthermore, the high flexibility of FWA allows employees to balance their work and family roles (Azar et al., 2018; Crowley & Kolenikov, 2014). This helps reduce or even eliminate the psychological pressure that often arises when there is a conflict between personal needs and work demands. Consequently, employees can feel more motivated as they have greater control over their work environment. They also feel valued by the organisation for being trusted to manage their own work methods. This shows that implementing FWA can positively contribute to improving employee well-being and satisfaction. According to De Menezes & Kelliher (2017), employees who feel recognized and have a balance between their personal and professional lives tend to be more motivated to perform at their best.

H2 is that technostress has a negative and significant influence on employee performance. This hypothesis is accepted and is consistent with the research findings of Li & Wang (2021) and Tarafdar et al. (2014). Employees experiencing technostress tend to show lower productivity due to disruptions caused by technological devices, such as excessive emails, app notifications, and demands to stay online. These disruptions can interfere with their focus and efficiency at work. Additionally, technostress can increase the rate of errors in work as the pressure and distractions experienced by employees hinder their ability to concentrate fully.

The positive impact of FWA and the negative impact of technostress on employee performance partially affect the simultaneous influence of both independent variables on employee performance. This suggests that the effectiveness of FWA in improving employee performance can be dampened by technostress. According to Camcho and Barrios (2022), this can happen because FWA provides flexibility to employees, which can also have negative effects. Employees may feel pressured to always be available and connected to work, even outside of official working hours. This can disrupt their focus and concentration, making it difficult for them to complete their work effectively. Prolonged use of technology can also lead to mental and physical fatigue, ultimately reducing employee productivity. However, of the two independent variables, FWA has a more significant impact on employee performance compared to technostress.

H3, stating that the positive influence of FWA on employee performance is

strengthened by supervisor support, is consistent with the research conducted by Lewis et al. (2009). In that study, similar to these findings, supervisor support was identified as a key factor moderating the relationship between FWA and employee performance. In this context, FWA is perceived to have a positive impact on employee performance by providing flexibility in managing work time and environment. However, it is important to remember that implementing FWA may not be effective without adequate supervisor support. This support includes various aspects, such as helping employees plan and implement FWA, addressing potential conflicts between work and personal life, and creating a supportive work environment. Lewis et al. (2009) and related research highlight that adequate supervisor support is crucial for transforming the potential of FWA into tangible results in the form of better employee performance. supervisor support can provide the direction, assistance, and understanding necessary for employees to feel confident and satisfied in carrying out FWA.

Further, in the research by Greenberg and Landry (2011), the key role of supervisors in managing the implementation of FWA is emphasised. supervisors play an important role in ensuring that FWA is effectively applied and achieves its goal of improving employee performance and work-life balance. supervisor support can help employees create suitable FWA plans, monitor progress, and resolve potential conflicts. Additionally, supervisor support can increase employee engagement and motivation, as well as strengthen the company culture that supports FWA.

H4, stating that technostress moderated by supervisor support does not significantly influence employee performance, becomes interesting to analyse. This finding appears to contradict the second accepted hypothesis, which shows that technostress has a significant negative impact on employee performance. However, the explanation for this finding is that although employees experience technostress, adequate supervisor support can help them cope with this stress and still perform well.

Previous research by Tarafdar et al. (2014) and Li & Wang (2021) has revealed that technostress significantly negatively affects employee performance. The ever-evolving technology often creates pressure and distractions that make employees unable to work efficiently and effectively. However, this finding suggests that this pressure can be minimised or even eliminated with strong supervisor support.

Research by Hessari & Nategh (2022) highlights the importance of the supervisor's role in helping employees manage technostress. They found that supervisors who assist employees in coping with technostress, and provide resources or training, create a "coping mechanism" for employees to deal with technological pressures. With this strong supervisorial support, employees can develop strategies to manage and overcome technostress, thereby positively impacting their performance and overall well-being and job satisfaction.

These findings indicate that adequate supervisor support can be a key factor in reducing the negative impact of technostress on employee performance. This support not only helps employees manage stress but also creates a more positive and supportive work environment. Consequently, employees feel more motivated, which in turn enhances their performance.

CONCLUSION

Based on the analysis, it is found that Flexible Work Arrangements (FWA) have a positive and significant effect on the performance of civil servants (ASN). This means that when FWA is implemented, ASN performance tends to improve. Conversely, technostress has a negative and significant effect on ASN performance, indicating that high levels of technostress lead to decreased

performance, while low levels of technostress lead to improved performance. For the moderating variable, FWA strengthened by supervisor support has a significant impact on ASN performance. This finding shows that if FWA is implemented and employees receive support from supervisors in various forms such as facilities, guidance and advice, development opportunities, and recognition or rewards, the positive impact on employee performance will be stronger. Meanwhile, technostress moderated by supervisor support has an insignificant effect on ASN performance. This means that high technostress without supervisorial support will have reduced or even insignificant negative impacts.

Government agencies, state-owned enterprises (BUMN), and private companies looking to implement FWA can use this research as a reference, as FWA can improve employee performance. This work arrangement provides flexibility for employees to manage their working hours and environment according to their physiological, psychological, and personal needs. With FWA, employees can avoid the physical and mental burdens often caused by rigid mobility and working hours, such as being required to be in the office from 9 am to 5 pm. In this context, FWA allows employees to work from home, set more flexible schedules, or even work remotely. This not only reduces stress related to commuting but also enables employees to work in a more comfortable environment. Additionally, FWA helps employees avoid work-life conflict, thus achieving a balance between work and personal life.

In implementing FWA, employees cannot be separated from the use of information technology. However, not all employees can adapt well to using this technology, which may lead to technostress. This research shows that high technostress negatively affects employee performance. Therefore, it is crucial for companies to ensure that each employee has low technostress before implementing FWA.

In such conditions, full support from supervisors can play a role in strengthening the positive effects of FWA and mitigating the negative impacts of technostress on employee performance. This can be achieved by providing training and guidance to employees in using the technology required for FWA. With proper training, employees can reduce their technostress levels and become more confident in handling the technology. Moreover, supervisors can provide the technical resources needed by employees to use the technology effectively, such as software access, technical assistance, or references to resources that can help solve technical issues. supervisors should also ensure that employees have access to the necessary facilities and resources to work efficiently under FWA, which may include remote work facilities, collaborative software, or adequate technological infrastructure.

It is also important for supervisors to regularly monitor employees' technostress levels. By doing so, they can identify employees experiencing high technostress levels and provide appropriate assistance. To facilitate this, supervisors should create an environment where employees feel comfortable discussing technostress or technical challenges they face. Open communication allows supervisors to provide necessary support and collaboratively find solutions to mitigate technostress. Additionally, recognizing and rewarding employees can help manage technostress and motivate them to perform well under FWA, creating a positive cycle where employees feel appreciated and motivated to continuously improve their performance.

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