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## **APPENDIX A. QUESTIONNAIRES**

We appreciate your involvement in this initiative, which is essential to its success. This study is about flexible working system with the perceptions of the support you receive from your organization might be related to your productivity, performance, job satisfaction and well-being. Benefits of participation include: 1) The identification of the importance of flexible working system to the employee outcomes amplified by the organizational support; and 2) If you choose, access to a written report summarizing all project results.

The participants required in this study are civil servants under Ministry of Finance of Indonesia. Participation in this study is voluntary and you may decline to participate without penalty at any time. The information that you provide will be used for research purposes only and will be confidential to other staff, supervisors and other parties. Nobody's personnel file will have these results. The names and other identifiers of all participants will be deleted after this project is finished. In addition, your acceptance and informed permission to participate in this study entails returning this survey.

If you have questions at any time about the study or the procedures, you may contact the researcher, Curie Falentina Pandiangan, at (44) 7518768866 or [c.f.pandiangan@hss21.qmul.ac.uk](mailto:c.f.pandiangan@hss21.qmul.ac.uk). If you have questions about your rights as a participant, please contact the researcher through email or whatsapp.

### **Participant Filter Question**

1. Do you agree to fill in the questionnaires?

Yes or No

2. Are you employees under Ministry?

Yes or No

a. Echelon 1: .....

#### **A. Demographic**

3. Status

Gender/ J. Kelamin : - Male  
- Female  
- Others

Marital Status : - Single  
- Married or ever married

Any Dependent : Yes or No

Dependent type : - Baby (Allowed to choose more than 1)  
- Kid  
- Teenager  
- Young adults  
- Elderly

4. Job tasks : - public services (frontliners)  
- internal service

- regulator

## B. Flexible Working System

5. How many days a week are you working remotely after the distancing restriction loosened?

- No days
- 1 day
- 2 days
- 3 days
- 4 days
- 5 days

6. Do you agree with the flexible working arrangements (such as working form anywhere policy) in your organization?

Yes or No

1	2	3	4	5
None	Almost None	Occasionally	Almost Every Time	Completely

7. Flexibility Control Questions (Crowley, and Kolenikov, 2014)

- a. How much control do you have in scheduling your work hours—that is, how much control do you have in setting the time you arrive at work and leave every day? [Flex1: Scheduling work hours]
- b. How much control do you have in making sure your schedule is predictable? In other words, how much control do you have with

- regard to working overtime, extra hours, or some hours different than your regularly scheduled hours? [Flex2: Schedule predictability]
- c. Some people are required to work at one employer-specified location, while other people have the choice of working at that location, or at another of the employer's locations, or at home. With that in mind, how much control do you have over where you work? [Flex4: Where one works]
- d. Some things in life are predictable and can be scheduled, such as a regular doctor's appointment, or a nonemergency home repair. How much control do you have over short-term time off to address these ordinary predictable needs? [Flex5: Short-term time off for ordinary predictable needs]
- e. Some things in life are unpredictable and cannot be scheduled, such as your or your child's sudden illness, or an emergency home repair. How much control do you have over short-term time off to address these out-of-the-ordinary unpredictable needs? [Flex6: Short-term time off for unpredictable needs]
- f. Some things in life are predictable and occur regularly, such as going to school, taking classes, or volunteering in the community. How much control do you have over regular time off from work to do these sorts of predictable, regularly occurring things? [Flex7: Episodic time off to do regularly occurring things]

- g. Some things in life take an extended amount of time, such as caring for a new-born or newly adopted child, having a serious health condition or caring for a family member with a serious health condition. With this in mind, how much control do you have over longer-term or extended time off from work? [Flex8: Longer-term/extended time off]

1	2	3	4	5	6
Never	Very rarely	Rarely	Occasionally	Very Frequently	Always

### C. Employee Outcomes

8. Work Engagement (Schaufeli, 2018 – 3 item UWES)
- At my work I feel full energy (vigor).
  - I am enthusiastic about my job (dedication).
  - Time flies when I am working (absorption).
9. Job Satisfaction (The Michigan Organizational Assessment Questionnaire in Turetken et al., 2010)
- I am satisfied with my work environment.
  - My work environment allows me to get help from coworkers when needed.

- c. My work environment allows me to get help from my supervisor when needed.
- d. My work environment allows me to feel as if I belong to the office team.

10. Performance (The Michigan Organizational Assessment Questionnaire in Turetken et al., 2010)

- a. My work environment allows me to meet the expectations of my supervisor in performing my job.
- b. My work environment allows me to do high quality work.
- c. My work environment allows me to complete tasks in an unsatisfactory manner (R).
- d. My work environment allows me to complete work in a timely and effective manner.
- e. My work environment allows me to improve my overall work performance.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

**D. Perceived organizational support** (8 item measurement by

Eisenberger, et al., 1986)

11. Perceived Organizational support

- a. The organization values my contribution to its well-being.
- b. The organization fails to appreciate any extra effort from me. (R)
- c. The organization would ignore any complaint from me. (R)
- d. The organization really cares about my well-being.
- e. Even if I did the best job possible, the organization would fail to notice. (R)
- f. The organization cares about my general satisfaction at work.
- g. The organization shows very little concern for me. (R)
- h. The organization takes pride in my accomplishments at work.

(R) indicates the item is reverse scored.

## Appendix B. Evaluation Summary of Back-to-Back Translation

### COMPARABILITY OF LANGUAGE

1	2	3	4	5	6	7
EXTREMELY COMPARABLE		MODERATELY COMPARABLE		NOT AT ALL COMPARABLE		

### SIMILARITY OF INTERPRETATION

1	2	3	4	5	6	7
EXTREMELY SIMILAR		MODERATELY SIMILAR		NOT AT ALL SIMILAR		

	Original	Back-translation	Comparability	Similarity
1	How much control do you have in scheduling your work hours—that is, how much control do you have in setting the time you arrive at work and leave every day?	How much control do you have in scheduling your work hours—that is, how much control do you have in managing the time you reach and leave the office each day?	2,1	1,7
2	How much control do you have in making sure your schedule is predictable? In other words, how much control do you have with regard to working overtime, extra hours, or some hours different than your regularly scheduled hours?	How much control do you have in making sure your schedule is predictable? In other words, how much control do you have with regards to working overtime, extra hours, or hours outside your regular work schedule?	1,8	1,2
3	Some people are required to work at one employer- specified location, while other people have the choice of working at that location, or at another of the employer's locations, or at home. With that in mind, how much control do you have over where you work?	Some people are required to work in a location specified by the employer, while others have the option of working at that location, or at another location pointed by the employer, or at home. With that in mind, how much control do you have over where you work?	1,5	1,9
4	Some things in life are predictable and can be scheduled, such as a regular doctor's appointment, or a nonemergency home repair. How much control do you have over short-term time off to address these ordinary predictable needs?	Some things are predictable and can be scheduled, such as regular doctor appointments, or non- emergency home repairs. How much control do you have over taking short breaks during work hours to meet these needs?	3,1	2,5
5	Some things in life are unpredictable and cannot be scheduled, such as your or your child's sudden illness, or an emergency home repair. How much control do you have over short-term time off to address these out- of-the-ordinary unpredictable needs?	Some things in life are unpredictable and unscheduled, like a sudden illness for you or your child, or an emergency home repair. How much control do you have in taking short break to address this unexpected and extraordinary needs?	1,5	1,5
6	Some things in life are predictable and occur regularly, such as going to school, taking classes, or volunteering in the community. How much control do you have over regular time off from work to do these sorts of predictable, regularly occurring things?	Some things in life are predictable and happen regularly, such as going to school, taking a gym class, or volunteering in the community. How much control do you have over regular breaks from work to do these things?	1,5	1,7
7	Some things in life take an extended amount of time, such as caring for a new-born or newly adopted child, having a serious health condition or caring for a family member with a serious health condition. With this in mind, how much control do you have over longer-term or extended time off from work?	Some things in life take a long time, such as caring for a newborn or newly adopted child, recovering from a serious illness or caring for a seriously ill family member. So, how much control do you have over long- term work leave or being able to extend the leave?	2	1,7
8	At my work I feel full energy	At work, I feel full of energy.	1,6	1,2
9	I am enthusiastic about my job	I am enthusiastic about my work.	1,5	1,4
10	Time flies when I am working	Time flies when I am at work.	2,3	2,5
11	I am satisfied with my work environment	I feel satisfied with my work environment.	1,2	1,1
12	My work environment allows me to get help from coworkers when needed	The work environment allows me to get help from coworkers when needed.	1,3	1,3

13	My work environment allows me to get help from my supervisor when needed	The work environment allows me to get help from my superior when needed	1,4	1,7
14	My work environment allows me to feel as if I belong to the office team	The work environment allows me to feel part of the office team.	1,4	1,6
15	My work environment allows me to meet the expectations of my supervisor in performing my job	The work environment allows me to meet my supervisor's expectations in doing my job.	1,4	1,1
16	My work environment allows me to do high quality work	The work environment enables me to do high quality work.	1,6	1,4
17	My work environment allows me to complete tasks in an unsatisfactory manner	The work environment allows me to complete tasks in an unsatisfactory way	1,9	1,7
18	My work environment allows me to complete work in a timely and effective manner	The work environment allows me to complete work in a timely and effective manner	1,2	1,1
19	My work environment allows me to improve my overall work performance	The work environment allows me to improve my overall work performance.	1,2	1,1
20	The organization values my contribution to its well-being.	The organization values my contribution to the progress of the organization.	2,5	2,7
21	The organization fails to appreciate any extra effort from me. (R)	The organization does not appreciate the extra work I do.	2	1,9
22	The organization would ignore any complaint from me. (R)	The organization would ignore any of my complaints.	1,8	1,3
23	The organization really cares about my well-being.	This organization genuinely cares about my physical and mental welfare.	2,4	2
24	Even if I did the best job possible, the organization would fail to notice. (R)	Even if I did my job to the best of my ability, the organization would not pay attention to it.	2,1	1,3
25	The organization cares about my general satisfaction at work.	The organization cares about my job satisfaction.	2	1,8
26	The organization shows very little concern for me. (R)	The organization shows very little care for me.	1,8	1,4
27	The organization takes pride in my accomplishments at work.	This organization prides itself on my work achievements.	2,5	2,1
17	My work environment allows me to complete tasks in an unsatisfactory manner	The work environment allows me to complete tasks in an unsatisfactory way	1,9	1,7
18	My work environment allows me to complete work in a timely and effective manner	The work environment allows me to complete work in a timely and effective manner	1,2	1,1
19	My work environment allows me to improve my overall work performance	The work environment allows me to improve my overall work performance.	1,2	1,1
20	The organization values my contribution to its well-being.	The organization values my contribution to the progress of the organization.	2,5	2,7
21	The organization fails to appreciate any extra effort from me. (R)	The organization does not appreciate the extra work I do.	2	1,9
22	The organization would ignore any complaint from me. (R)	The organization would ignore any of my complaints.	1,8	1,3
23	The organization really cares about my well-being.	This organization genuinely cares about my physical and mental welfare.	2,4	2

24	Even if I did the best job possible, the organization would fail to notice. (R)	Even if I did my job to the best of my ability, the organization would not pay attention to it.	2,1	1,3
25	The organization cares about my general satisfaction at work.	The organization cares about my job satisfaction.	2	1,8
26	The organization shows very little concern for me. (R)	The organization shows very little care for me.	1,8	1,4
27	The organization takes pride in my accomplishments at work.	This organization prides itself on my work achievements.	2,5	2,1

### APPENDIX C. Example of Questionnaire in Bahasa



Online surveys

## Survey of Flexible Working System

Response ID	Start date	Completion date
922210-922192-97787310	21 Jul 2022, 13:55 (BST)	21 Jul 2022, 14:06 (BST)

1	Apakah Anda setuju untuk mengikuti survey ini?	Ya
2	Apakah Anda pegawai negeri sipil di Kementerian Keuangan Republik Indonesia	Ya
2.a	Eselon 1	Direktorat Jenderal Pajak
3	Jenis Kelamin	Wanita
3.a	Status	Menikah atau pernah menikah
3.b	Tanggungannya di rumah (dapat memilih lebih dari 1)	<ul style="list-style-type: none"> <li>• Bayi</li> <li>• Anak umur 6-12 tahun</li> </ul>
4	Tugas Pekerjaan	pelayanan publik eksternal
5	Berapa hari dalam seminggu Anda bekerja dari rumah/tempat lainnya (Work from Anywhere)?	0 hari
6	Apakah Anda mendukung pengaturan jam dan tempat kerja yang fleksibel (seperti Work from Anywhere) diberlakukan di unit Anda?	Ya

### Tingkat fleksibilitas

7	Tingkat fleksibilitas	
7.1	Seberapa besar kendali yang Anda miliki dalam memastikan jadwal Anda dapat diprediksi? Dengan kata lain, seberapa besar kendali yang Anda miliki sehubungan dengan kerja lembur, jam tambahan, atau jam diluar jadwal rutin kerja?	Tidak Ada
7.a	.	

7.a.1	Seberapa besar kendali yang Anda miliki dalam menjadwalkan jam kerja Anda—yaitu, seberapa besar kendali yang Anda miliki dalam mengatur waktu Anda tiba di kantor dan pulang kerja setiap hari?	Kecil
7.b	.	
7.b.1	Beberapa orang diharuskan bekerja di satu lokasi yang ditentukan pemberi kerja, sementara orang lain memiliki pilihan untuk bekerja di lokasi itu, atau di lokasi lain ditunjuk pemberi kerja, atau di rumah. Dengan mengingat hal itu, seberapa besar kendali yang Anda miliki atas tempat Anda bekerja?	Tidak Ada
7.c	.	
7.c.1	Beberapa hal dapat diprediksi dan dapat dijadwalkan, seperti jadwal rutin konsultasi dokter, atau perbaikan rumah tidak darurat. Seberapa besar kendali yang Anda miliki untuk mengambil waktu istirahat singkat di jam kerja untuk memenuhi kebutuhan-kebutuhan tersebut?	Tidak Ada
7.d	.	
7.d.1	Beberapa hal dalam hidup tidak dapat diprediksi dan tidak dapat dijadwalkan, seperti penyakit mendadak Anda atau anak Anda, atau perbaikan rumah darurat. Seberapa besar kendali yang Anda miliki untuk mengambil waktu istirahat singkat untuk mengatasi kebutuhan tak terduga dan luar biasa ini?	Kecil
7.e	.	
7.e.1	Beberapa hal dalam hidup dapat diprediksi dan terjadi secara teratur, seperti pergi ke sekolah, mengikuti kelas olahraga, atau menjadi sukarelawan di masyarakat. Berapa banyak kendali yang Anda miliki atas waktu istirahat reguler dari pekerjaan untuk melakukan hal-hal tersebut?	Tidak Ada
7.f	.	
7.f.1	Beberapa hal dalam hidup membutuhkan waktu yang lama, seperti merawat bayi yang baru lahir atau anak yang baru diadopsi, pemulihan dari sakit keras atau merawat anggota keluarga sakit keras. Maka, seberapa besar kendali yang Anda miliki untuk cuti kerja jangka panjang atau dapat memperpanjang cuti?	Kecil
8	<b>Work Engagement</b>	
8.1	Di tempat kerja, saya merasa penuh energi.	Sering sekali
8.2	Saya antusias dengan pekerjaan saya.	Sering sekali
8.3	Waktu cepat berlalu ketika saya sedang bekerja.	Kadang-kadang
9	<b>Job Satisfaction</b>	

9.1	Saya merasa puas dengan lingkungan kerja saya.	Kadang-kadang
9.2	Lingkungan kerja memungkinkan saya untuk mendapat bantuan dari rekan kerja saat dibutuhkan.	Kadang-kadang
9.3	Lingkungan kerja memungkinkan saya untuk mendapatkan bantuan dari atasan saya saat dibutuhkan.	Jarang sekali
9.4	Lingkungan kerja memungkinkan saya untuk merasa sebagai bagian dari tim kantor.	Tidak pernah

<b>10</b>	<b>Perceived Performance</b>	
10.1	Lingkungan kerja memungkinkan saya untuk memenuhi harapan atasan saya dalam melakukan pekerjaan.	Kadang-kadang
10.2	Lingkungan kerja memungkinkan saya untuk melakukan pekerjaan berkualitas tinggi.	Kadang-kadang
10.3	Lingkungan kerja memungkinkan saya untuk menyelesaikan tugas dengan cara yang tidak memuaskan.	Jarang
10.4	Lingkungan kerja memungkinkan saya untuk menyelesaikan pekerjaan dengan tepat waktu dan efektif.	Sering sekali
10.5	Lingkungan kerja memungkinkan saya untuk meningkatkan kinerja kerja secara keseluruhan	Sering sekali

<b>11</b>	<b>Perceived Organizational Support</b>	
11.1	Organisasi ini menghargai kontribusi saya terhadap kesejahteraan organisasi.	Sangat tidak setuju
11.2	Organisasi ini tidak menghargai kerja ekstra yang saya lakukan.	Setuju
11.3	Organisasi ini akan mengabaikan apa pun keluhan saya.	Sedikit setuju
11.4	Organisasi ini benar-benar peduli pada kesejahteraan jasmani dan mental saya.	Sedikit setuju
11.5	Meskipun saya melakukan pekerjaan saya sebaik mungkin, organisasi ini tidak akan memperhatikannya.	Setuju
11.6	Organisasi ini peduli terhadap kepuasan kerja saya.	Tidak setuju
11.7	Organisasi ini menunjukkan kepedulian yang sangat sedikit pada saya.	Sedikit setuju
11.8	Organisasi ini membanggakan pencapaian kerja saya.	Sedikit tidak setuju

## Appendix D. Perceived Performance's Cronbach Alpha

### Item–Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item–Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
10.1	17.76	6.560	.655	.642	.563
10.2	17.65	6.563	.697	.682	.551
10.3	18.86	8.315	-.026	.002	.919
10.4	17.68	6.490	.709	.715	.545
10.5	17.72	6.539	.681	.694	.555

## Appendix E. Normality Test

### Tests of Normality

Group		Kolmogorov–Smirnov <sup>a</sup>			Shapiro–Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Full WFO	FLEXIBILITY_MEAN	.077	76	.200*	.983	76	.389
	ENGAGEMENT_MEAN	.152	76	.000	.900	76	.000
	SATISFACTION_MEAN	.148	76	.000	.895	76	.000
	PERFORMANCE_MEAN	.189	76	.000	.848	76	.000
	POS_MEAN	.090	76	.200*	.972	76	.089
WFH	FLEXIBILITY_MEAN	.093	80	.087	.968	80	.042
	ENGAGEMENT_MEAN	.128	80	.003	.960	80	.013
	SATISFACTION_MEAN	.175	80	.000	.948	80	.003
	PERFORMANCE_MEAN	.189	80	.000	.929	80	.000
	POS_MEAN	.095	80	.069	.971	80	.069

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

## Appendix F. Regression Analysis of Hypothesis 1

### Work Engagement

**Coefficients**

Group	Model		B	Bias	Std. Error	Bootstrap <sup>a</sup>	
						Sig. (2-tailed)	BCa 95% Confidence Interval Lower Upper
Full WFO	1	(Constant)	3.739	-.201	.591	.001	2.726 4.341
		Flexibility	.263	.061	.157	.139	-.041 .675
WFH	1	(Constant)	3.271	.316	.360	.001	. .
		Flexibility	.396	-.084	.092	.001	.290 .334

a. Dependent Variable: Work Engagement. Unless otherwise noted, bootstrap results are based on 1000 wild bootstrap samples

### Job Satisfaction

**Coefficient**

Group	Model		B	Bias	Std. Error	Bootstrap <sup>a</sup>	
						Sig. (2-tailed)	BCa 95% Confidence Interval Lower Upper
Full WFO	1	(Constant)	3.183	-.029	.571	.001	2.164 4.189
		Flexibility	.430	.008	.153	.004	.130 .729
WFH	1	(Constant)	3.930	.061	.358	.001	3.178 4.793
		Flexibility	.257	-.014	.092	.011	.089 .392

a. Dependent Variable: Job Satisfaction. Unless otherwise noted, bootstrap results are based on 1000 wild bootstrap samples

### Perceived Performance

**Coefficients**

Group	Model		B	Bias	Std. Error	Bootstrap <sup>a</sup>	
						Sig. (2-tailed)	BCa 95% Confidence Interval Lower Upper
Full WFO	1	(Constant)	3.502	-.003	.602	.001	2.360 4.618
		Flexibility	.314	.001	.161	.071	.007 .619
WFH	1	(Constant)	3.868	.034	.372	.001	3.146 4.728
		Flexibility	.250	-.007	.097	.015	.059 .414

a. Dependent Variable: Perceived Performance. Unless otherwise noted, bootstrap results are based on 1000 wild bootstrap samples

### Appendix G. Chart of Work From Anywhere (WFA) Policy Support

