

Peran Penerapan *Flexible Working Arrangement* terhadap *Work Engagement* Karyawan di Industri Agensi Kreatif

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Abstrak. Industri agensi kreatif ditandai oleh tuntutan kerja yang dinamis dan berbasis proyek, sehingga fleksibilitas kerja menjadi isu penting dalam mendukung *work engagement* karyawan. Penelitian ini bertujuan untuk mengkaji peran *Flexible Working Arrangement* (FWA) dalam memprediksi *work engagement* karyawan di industri agensi kreatif. Penelitian melibatkan 143 karyawan agensi kreatif di Indonesia berusia 20–55 tahun dengan masa kerja minimal enam bulan dan pengalaman bekerja dalam sistem FWA. Pendekatan kuantitatif non-eksperimental dengan metode survei digunakan, dengan pengumpulan data melalui *Flexible Work Options Questionnaire* (FWOQ) dan *Utrecht Work Engagement Scale* (UWES-9). Data dianalisis menggunakan regresi linear sederhana. Hasil penelitian menunjukkan bahwa FWA merupakan prediktor positif dan signifikan terhadap *work engagement*, dengan kontribusi sebesar 16,1% terhadap variasi keterikatan kerja. Temuan ini mendukung kerangka *Job Demands–Resources* serta memberikan dasar empiris bagi organisasi dalam merancang kebijakan FWA yang terstruktur untuk mendukung keterikatan kerja karyawan.

Kata Kunci: *flexible working arrangements, work engagement, industri agensi kreatif*

Abstract. *The creative agency industry is characterized by dynamic, project-based work demands, making work flexibility an important issue in supporting employee work engagement. This study aims to examine the role of Flexible Working Arrangement (FWA) in predicting work engagement among employees in the creative agency industry. The study involved 143 creative agency employees in Indonesia aged 20–55 years with a minimum of six months of work experience and prior exposure to FWA practices. A quantitative non-experimental survey design was employed, using the Flexible Work Options Questionnaire (FWOQ) and the Utrecht Work Engagement Scale (UWES-9). Data were analyzed using simple linear regression. The results indicate that FWA is a positive and significant predictor of work engagement, accounting for 16.1% of the variance. These findings support the Job Demands–Resources framework and provide empirical input for organizations in designing structured FWA policies to enhance employee work engagement.*

Keywords: *flexible working arrangements, work engagement, creative agency industry*