

## **ABSTRACT**

*The COVID-19 pandemic that has been going on since early 2020 has given rise to new work system policies implemented by companies and universities. The lockdown policy implemented requires employees to work with one of the Flexible Working Arrangement (FWA) systems, namely, WFH (Work from Home).*

*XYZ Faculty is a research and entrepreneurship faculty that plays an active role in developing knowledge in the field of information technology-based industrial systems that contribute to the national economy and oversees 5 study programs. During the pandemic, XYZ Faculty implemented a WFH system which had a positive impact on several respondents by implementing the FWA system. Based on the initial survey, it is known that there are differences in perceptions and preferences regarding FWA based on personal characteristics (gender, marital status, and work experience) and the scope of work of faculty employees consisting of lecturers and TPA staff (Academic Support Staff). The FWA system applied to faculties does not differ based on the individual characteristics of the employees. In fact, the employees currently owned by lecturers have various employee characteristics and differentiating FWA based on employee characteristics is urgent in the context of human resource management.*

*Research regarding the proposed design of Flexible Work Arrangements based on employee characteristics was carried out using the cluster analysis method (k-means) involving 59 faculty employee respondents. This research produced 3 employee clusters with FWA types in the form of reduced working time, and job sharing along with proposals for FWA system design based on the results of literature studies. However, the results of this proposal cannot be fully applied to all employees because there are several factors that are inadequate if the FWA system is applied to TPA staff.*

**Keywords – Flexible Working Arrangement, Employee Characteristic, Cluster Analysis**