

Flexibility of Working Hours on Employee Performance Through Work Motivation at PT PLN (Persero) UIP3B Sulawesi

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This research aims to analyze the effect of working hour flexibility on work motivation and employee performance. Analyzing the influence of work motivation on employee performance and the influence of working hour flexibility on employee performance through work motivation. A quantitative approach tests and analyzes factors that influence employee performance. Research location in Sulawesi. The population in this study consisted of employees who worked at PT PLN (Persero) UIP3B Sulawesi, with a total of 1,343 employees. Drawing the number of samples in this study used the Slovin approach with a margin of error of 10 percent. The data collection technique uses a questionnaire. The measurement scale used is a Likert scale with five components. The data analysis technique in this research uses path analysis. The research results show that flexibility in working hours has a positive and significant effect on work motivation and employee performance. The variable working hour flexibility positively and significantly affects employee performance through work motivation. The work motivation variable has a positive and significant effect on employee performance.

Kata Kunci: *Flexibility of Working Hours; Human Resource Management; Work Motivation; Employee Performance*

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INTRODUCTION

The ever-developing world of work makes working hour flexibility a research topic receiving attention from academics. Flexible work policies, such as flexible working hours, contribute significantly to employee performance. Work hour flexibility refers to the ability to adapt work hours or work schedules to individual or organizational needs. Flexibility of work hours may vary depending on company policy, type of job, and other factors (Davidescu et al., 2020).

Flexibility in working hours is needed because it can accommodate changes in lifestyle, employee expectations, and demands of work dynamics (Meekes & Hassink, 2022). Flexibility in working hours helps employees achieve a better balance between work and personal life, making it possible to fulfill family responsibilities, maintain health, and attend activities outside of work without reducing productivity. By providing flexibility in working hours, organizations help reduce stress and fatigue due to high work pressure (Sulaiman, 2022). Employees can organize their schedules to minimize fatigue and improve physical and mental health (Soenanto et al., 2020).

Increasing individual productivity through a flexible working hours approach by providing autonomy to work at the most productive time for employees. As technology develops to help employee productivity, making it possible to work remotely, flexibility in working hours becomes increasingly important. Employees who can work from home or other locations can remain productive without having to be present in the office every day. Organizations that offer flexibility in working hours have an advantage in attracting and retaining quality talent (Kolasa et al., 2021). Employees often look for a work environment that understands their individual needs and provides freedom in managing their work time.

Flexibility in working hours allows organizations to adapt to changes in the business environment. Can help resolve emergency situations that require work schedule adjustments. Employees who have control over schedules will tend to be more involved in work which can increase employee satisfaction, motivation, and loyalty to the organization. Although flexibility in working hours can bring various benefits, there are a number of challenges and problems that can arise in order to achieve optimal employee performance. When it involves remote work, it can make coordination and communication between team members difficult (Arntz et al., 2022). Employees working on different schedules may face difficulty communicating effectively or participating in scheduled team meetings. The flexibility of working hours under certain conditions is not in accordance with operational needs or work that requires direct collaboration (Yu et al., 2019).

Various organizations or companies including PT PLN (Persero) UIP3B Sulawesi have implemented a policy of flexible working hours under certain conditions as a response to external environmental situations to increase employee productivity. PT PLN has a policy that supports remote work, so that employees can work from locations outside the physical office, thereby increasing flexibility and helping employees who need greater mobility. Investment in technology and work tools that facilitate remote communication and collaboration is part of PT PLN's working hour flexibility strategy.

The phenomenon of flexible working hours was then strengthened by the findings of Boltz et al. (2020) that all forms of working time flexibility implemented by

companies have been proven to reduce work motivation and reduce their rest time (Boltz et al., 2020). Likewise, Hafni's explanation found that low individual performance was caused by the company's working time flexibility policy (Hafni et al., 2023). Based on this gap, this research attempts to close this gap which is also new in this research. The study of working time flexibility on employee performance through work motivation has still been little explored by previous researchers.

Flexibility of Working Hours

Work hour flexibility refers to an individual's ability to vary their work hours, making it possible to adjust the schedule to better suit personal needs, preferences, and circumstances (Meekes & Hassink, 2022). Flexibility can take many forms and is often implemented as part of a broader approach to individual wellbeing. Individuals are given the freedom to choose when to start and end their work day, as long as they meet the required number of working hours. An employee can choose to start work at 7am and finish at 3pm instead of the standard 9am to 5pm. This involves compressing the standard five-day work week into fewer days. Employees can work four 10-hour days instead of five 8-hour days. Employees have the option to work from locations other than the office, such as from home or cafes or others. Technological advances, such as high-speed internet and collaborative tools, have made telecommuting easier in many professions. Two or more employees share the responsibilities and workload in one full-time position. Each employee works part time, contributing to the completion of tasks and responsibilities. In jobs that require round-the-clock coverage, employees have the option to choose or swap shifts with coworkers, thereby accommodating personal commitments or preferences (Davidescu et al., 2020).

Work Motivation

Work motivation refers to internal and external factors that encourage individuals to engage and persist in productive work activities. Motivation is an important component of employee performance and plays a key role in determining the effort, intensity, and persistence that individuals invest in job tasks. Understanding and managing work motivation is very important for organizations to increase productivity, job satisfaction, and overall performance (Brand, 1991).

Work motivation can be categorized into two main types: intrinsic motivation and extrinsic motivation. These concepts describe the underlying reasons or driving forces that influence individuals to engage and persist in work-related activities. Intrinsic motivation involves engaging in an activity for its inherent satisfaction, interest, or enjoyment. Intrinsically motivated individuals find personal satisfaction and enjoyment in the task itself. The characteristics of intrinsic motivation are autonomy (Sulaiman, 2023).

Intrinsic motivation is often associated with a sense of autonomy and self-determination. Individuals feel greater control over work and choices. The second characteristic, interest. Intrinsic motivation is driven by genuine interest in the task or the sense of enjoyment obtained from the activity (Sulaiman, 2021). The work itself is inherently rewarding. The third characteristic, challenge and mastery. Intrinsic motivation is often associated with the desire for challenge and mastery. Individuals seek assignments that allow developing and demonstrating skills and abilities. The fourth characteristic, internal rewards. The rewards of intrinsic motivation are internal, such as a sense of accomplishment, personal growth, or satisfaction from contributing to a meaningful goal (Hackman & Oldham, 1976).

Employee Performance

Performance refers to the extent to which an individual successfully meets job requirements and expectations that include the quality and quantity of work performed, achievement of goals and objectives, and the individual's overall effectiveness in carrying out the responsibilities associated with the position. Performance is a multidimensional construct that can be assessed through various methods, including evaluation by supervisors, self-assessment, and objective performance metrics (Kundu et al., 2019).

Performance also refers to the specific duties and responsibilities outlined in an individual's job description that involve carrying out core job duties and responsibilities. Contextual performance involves behavior that contributes to the overall functioning of the organization but is not explicitly part of the job description. This includes helping coworkers, volunteering for additional responsibilities, and fostering a positive work environment. Adaptive performance refers to an individual's ability to adapt to change, learn new skills, and effectively navigate unexpected challenges in the work environment. Counterproductive work behavior involves actions that hinder organizational goals, damage relationships, or violate organizational norms which include absenteeism, tardiness, or engaging in disruptive behavior (Joseph & Kibera, 2019).

METHODOLOGY

This research design aims to analyze the effect of working hour flexibility on employee performance with work motivation as a mediating variable. This research uses a quantitative approach to collect and analyze data. This research was conducted at PT PLN (Persero) UIP3B Sulawesi Jl. Urip Sumoharjo No. Km7, Tello Baru, Kec. Panakkukang, Makassar City, South Sulawesi. The argument for selecting the location at PT PLN (Persero) UIP3B Sulawesi is because it is an energy company that has special industrial characteristics. Flexibility of working hours can have a significant impact on employee performance in the context of companies operating in the energy sector. Availability of data and information needed for research more easily. The availability of good data can support the quality of the research and analysis carried out. Support from PT PLN (Persero) UIP3B Sulawesi which helped run the research smoothly. This

support can include access to facilities, data, and distributing questionnaires to employees.

The type of data used is quantitative data that can be measured numerically in the form of (a) the results of questionnaire answers on a scale of 1 to 5; and (b) respondent profile. The type of data is obtained from tabulation of data resulting from distributing research questionnaires. The data sources in this research are primary data sources through questionnaires, and secondary data sources through employee performance reports. The type of data in this research is primary data, namely research data obtained or collected directly from original sources. Primary data in this research was obtained from answers to questionnaires distributed to respondents. Apart from that, the data used in this research also comes from literature and books that are relevant to this research topic.

The population in this study were employees who worked at PT PLN (Persero) UIP3B Sulawesi with a total of 1.343 employees. The sample is part of the number and characteristics of the population. Furthermore, the sample is part of the data and can represent the entire population. Sampling aims to make it easier for researchers to collect data because the population is huge. The sample taken must be able to represent the population and be a reflection of that population. The sampling technique used in this research is the Slovin formulation to determine the number of samples from a population. In this study, the margin of error value set was 10 percent. This value is commonly used to minimize sampling error and non-sampling error. Based on a population of 1,343 people and a margin of error of 10%, a sample of 93 people was obtained. Sampling using the accidental sampling technique is an approach to selecting samples accidentally or by chance (employees willing to fill out a questionnaire), in accordance with the criteria determined by the researcher. The analysis tool used is path analysis, using the AMOS program. Path analysis shows the most appropriate and short path from an exogenous variable to an endogenous variable.

RESULTS AND DISCUSSION

Respondent Characteristics

Characteristics of respondents according to gender, age, unit of origin, level of position, highest level of education, marital status, daily status, and total duration of Work from Home that has been carried out. The complete profile of the respondents is presented in the following table.

Table 1. Characteristics of Respondents

Description		Frequency	Percentage
Gender	Man	117	78,5
	Woman	32	21,5
	Total	149	100
Age	≥29 years old	49	32,9
	30 – 39 years old	61	40,9

	40 - 49 years old	17	11,4
	≤50 years old	22	14,8
	Total	149	100
	UIP3B Sulawesi	72	48,3
	Main Office		
	UP2B Makassar	35	23,5
	UPDK Gorontalo	2	1,3
Divison	UPDK Tello	18	12,1
	UPK Punagaya	1	0,7
	UPT Makassar	17	11,4
	UPT Manado	4	2,7
	Total	149	100
	Functional	81	54,4
	Basic Management	11	7,4
Position Level	Upper Spv	26	17,4
	Basic Spv	31	20,8
	Total	149	100
	SMA, SMK, STM	49	32,9
	D1, D2 or D3	61	40,9
Education Level	S1 or D4	17	11,4
	S2 (Magister)	22	14,8
	Total	149	100
Marital status	Not married yet	17	11,4
	Marry	132	88,6
	Total	149	100
	Live alone	21	14,1
Daily Status	Living With Family	128	85,9
	Total	149	100
	< 1 month	54	36,2
The total duration of WFH that has been carried out	1 - 3 months	32	21,5
	3 - 6 months	20	13,4
	6 - 12 months	13	8,7
	> 12 months	30	20,1
	Total	149	100

Table 1 shows that the percentage of male respondents is 78.5%, it can be concluded that the majority of respondents are men. This interpretation shows that the research results can better represent the experiences and views of men based on the flexibility of working hours at PT PLN UIP3B Sulawesi. The percentage of respondents aged 30-39 years was 40.9%, meaning that the majority of respondents were in the productive age range. This can be an indicator that research results tend to reflect the views and experiences of employees who are at an active career and life stage.

With 48.3% of respondents coming from the UIP3B Sulawesi Main Office, the interpretation that can be taken is that the focus of this research is more likely to describe the experiences and perceptions of PT PLN UIP3B employees in the Sulawesi region. As many as 54.4% of respondents have functional positions, research can focus more on the influence of working hour flexibility on work performance and motivation, especially for employees with functional positions at

PT PLN UIP3B Sulawesi. The fields of work of respondents involved in this research include: Performance Analyst, SMT Analyst, Property and General Assets, Engineering, FASOP, K3L, Performance, O & M, Operations, System Operations, Ophar, Procurement Executor, Maintenance, Planner or Procurement of Goods Services, System Operation Planning & Evaluation, Tello PLTD, Protection, HR, General, Finance, and Communications, integrated SSII System, Transmission, and Selayar ULPLTD.

As many as 40.9% of respondents had a final education of D1, D2, D3, and 88.6% were married. It can be concluded that the majority of respondents have a level of education and marital status which can influence the responsibilities and demands of daily life, so that it can have an impact on perception of flexibility of working hours. With 85.9% of respondents claiming to have a daily status of living with family and 36.2% having worked from home (WFH) for less than 1 month, it can be interpreted that the pattern of living with family and the respondents' WFH experience can influence their perception of the flexibility of working hours.

Path Analysis

Inferential analysis is used to test this research's empirical model and hypothesis. The inferential analysis method used in this research is path analysis.

Table 2. Direct Effect

Variable			Estimated Value	Critical Ratio	Sig. Level $\leq 0,05$	Decisions
Flexibility of Working Hours	→	Work motivation	0,710	7,347	0,000	Significant
Work motivation	→	Employee Performance	0,337	4,578	0,000	Significant
Flexibility of Working Hours	→	Employee Performance	0,302	3,402	0,000	Significant

Table 3. Indirect Effect

Exogenous variables	Intervening Variables	Endogenous Variables	Estimate	p-value	Decision
Flexibility of Working Hours	Work motivation	Employee Performance	0,710	0,000	Significant

The estimated value is $0.710 > 0$, indicating that Flexibility of Working Hours on Work Motivation is positive. The critical value (critical ratio) is $7.347 > 1.960$, and the p-value is $0.000 < 0.050$ (significant effect at the 5% level). The coefficient (Flexibility of Working Hours on Work Motivation) shows that increasing Flexibility of Working Hours contributes to Work Motivation. The estimated value is $0.337 > 0$, indicating that work motivation on employee performance is positive. The critical value (critical ratio) is $4.578 > 1.960$, and the p-value is $0.000 < 0.050$ (significant effect at the 5% level). This coefficient (Work Motivation on Employee Performance) shows that increasing Work Motivation contributes to Employee

Performance. The estimated value is $0.302 > 0$, indicating that Flexibility of Working Hours on Employee Performance is positive. The critical value (critical ratio) is $3.402 > 1.960$, and the p-value is $0.000 < 0.050$ (significant effect at the 5% level). This coefficient (Flexibility of Working Hours on Employee Performance) shows that increasing Flexibility of Working Hours contributes to Employee Performance.

DISCUSSION

This research aims to investigate the effect of working hour flexibility on the work motivation of PT PLN (Persero) UIP3B Sulawesi employees. This research consistently shows that flexibility in working hours has a positive and significant impact on the work motivation of PT PLN (Persero) UIP3B Sulawesi employees. The fact that most respondents acknowledged their ability to divide their time between work and family, as well as the ease of changing work hours when unavailable, provides strong evidence that flexibility in working hours can increase job satisfaction and work-life balance. The positive correlation between flexible working hours and indicators of work motivation, such as enthusiasm about developing new skills and creativity in creating new ideas, provides a strong empirical basis. Flexibility allows employees to manage their time better, provides space for self-development, and stimulates creativity in carrying out work tasks.

The finding that flexibility of working hours has a positive impact on work motivation is a consideration in designing a broader flexibility of working hours policy. This could involve setting more flexible working hours, the possibility of working from outside the office, and providing options for employees to manage working time. The relationship between flexibility of working hours and employee motivation in developing new skills, companies can design more structured skills development programs that include training, seminars, or learning resources that can be accessed flexibly by employees. While flexibility in working hours has a positive impact, it is important to consider its impact on team collaboration. Management can design effective communication strategies and ensure that employees remain involved in collaboration even though they have flexible work schedules.

This research shows a positive and significant relationship between flexibility of working hours and employee performance at PT PLN (Persero) UIP3B Sulawesi. The fact that respondents rate highly on performance indicators such as completing work within the specified time and making optimal use of working time, shows that flexibility in working hours makes a positive contribution to achieving targets and individual productivity. Employees who find it easy to manage their working time are able to carry out tasks in accordance with the operational manual and inspection manual. This reflects an increase in efficiency in carrying out tasks in accordance with company operational standards, which in turn can increase the overall productivity of the organization.

The results of this research confirm that flexibility in working hours contributes positively to employee work motivation at PT PLN (Persero) UIP3B Sulawesi. This finding is in line with motivation theories which emphasize the importance of freedom and control in achieving work goals. Flexibility in working hours gives employees the freedom to manage their own time, creating conditions that support intrinsic and extrinsic motivation. This flexibility gives employees self-confidence, provides control over work, and stimulates the drive to achieve work targets and goals.

The finding that work motivation is mediating strengthens the understanding of how flexibility in working hours affects performance. Work motivation is the link between flexibility of working hours and optimal performance levels, indicating that motivated employees tend to show better performance. Employees can increase their productivity through work motivation by responding positively to the tasks given. Supporting feelings of competence, autonomy, and relatedness to work can stimulate extra effort and dedication to work tasks.

Research results consistently show that work motivation significantly impacts employee performance at PT PLN (Persero) UIP3B Sulawesi. Support from the results of this study strengthens the assumption that a high level of motivation is positively correlated with achieving optimal performance. Employees with high motivation tend to show better productivity and produce more optimal work quality. Motivationally driven employee engagement encourages them to focus on their tasks, overcome challenges, and achieve set goals.

CONCLUSION

Flexibility in working hours strengthens employee performance and productivity at PT PLN (Persero) UIP3B Sulawesi. This flexibility allows them to utilize work time more efficiently, reduce stress, and increase focus on work tasks, ultimately resulting in optimal performance. Flexibility of working hours has a positive impact on employee performance. This flexibility allows employees to manage their work time more efficiently, resulting in increased productivity and achievement of work targets. Flexibility of working hours positively influences employee work motivation. Flexibility provides space for employees to feel control and freedom in managing their work time, which in turn increases intrinsic (enjoyment in work) and extrinsic (reward or recognition) motivation. Work motivation is not just a supporting factor, but is the main trigger in shaping employee performance levels. The existence of a significant positive correlation between motivation and performance underlines the importance of understanding and maintaining motivation as a key element in achieving organizational goals.

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