

Employee Performance Is Influenced By Flexible Time, Work Environment, And Leadership Style

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Abstract

This study aims to determine how employee performance is affected by flexible time, work environment and leadership style either partially or simultaneously at PT. Y-Tec Autoparts Indonesia. Several factors that are considered to influence an employee's performance are flexible time, work environment and leadership style. The sampling method used is nonprobability sampling, namely saturated sampling technique or population research. The samples in this study were 41 male employees and 6 female employees at PT. Y-Tec Autoparts Indonesia. This study uses a multiple linear regression model with the help of the SPSS statistical program which is used to test the validity and reliability of the instrument, test the basic assumptions and classical assumptions, and test the research hypothesis. The multiple linear regression model used in this study wants to prove whether all the hypotheses proposed will be proven, namely: 1) there is a positive influence of leadership style on employee performance, 1) there is a positive effect of flexible time on employee performance, 2) there is a positive influence of work environment on employee performance, 3) there is a positive influence of leadership style on employee performance on employee performance at PT. Y-Tec Autoparts Indonesia.

Keywords: employee performance, flexible time, work environment, leadership style.

INTRODUCTION

Various efforts and efforts by companies to improve employee performance include implementing a flexible working time system or better known as flexible time. Working with fixed working hours provides more pressure compared to the working hours of employees who work in companies that implement a flexible time system. Flexible working hours provide many positive things and can also increase employee performance and loyalty to the company. Flexible working can also help to reduce absenteeism and increase productivity, employees' commitment and loyalty. (Hashim et al; 2017)

In addition to implementing a flexible time system, another factor that can improve employee performance is the work environment. The work environment in question does not only concern the physical environment but also concerns the social environment. The work environment can affect the emotions of employees. If employees feel comfortable and safe in the environment where they work, then the employee will feel at home and be loyal to the company where they work so that they are used effectively and employee enthusiasm in improving performance at the company will also be higher. On the other hand, if an employee feels uncomfortable in the work environment where he works, the employee will always feel burdened by the work he is carrying out every day. A work environment that is fresh, comfortable and meets appropriate standards will contribute to employee comfort in carrying out their duties. (Munparidi; 2012)

Companies must continuously improve the quality of human resources and also create working conditions that are as comfortable as possible. Not only high salaries, employees also need a comfortable and safe working atmosphere and environment. Working in a work environment that is safe, comfortable and in accordance with employee wishes can improve their performance. Adequate light distribution, choosing the right wall color, air circulation, and air temperature according to the room also have an impact on employee performance. Lack of light distribution in the work space will result in employees not being able to work quickly and precisely. (Suwondo & Sutanto; 2015)

The survival of an organization depends on its leaders. The leader becomes one of the determining indicators of success in achieving organizational goals. Reformist leaders must be sensitive to change, able to analyze what are the weaknesses and strengths of both internal and external organizations, so as to be able to solve problems encountered, and further improve employee performance and organizational performance. In all situations the leader has a very important role. Leaders are symbols, role models, drivers as well as sources of influence, who can direct various activities and resources to achieve their goals. The ability to unite human aspects is a difficulty in itself, and that is one of the duties of a leader. (Trang; 2013)

Research methods

Quantitative research is a method in research that processes and processes data in the form of numbers as a tool used to analyze and conduct research studies. This study aims to determine the effect of flexible time, work environment, and leadership style partially on the performance of employees of PT. Y-Tec Autoparts Indonesia.

Flexible Time Variable Instrument Validity Test Results

No. Item	r _{count}	r _{table}	Intepretation
Flexible_Time_1	0,790	0,482	Valid
Flexible_Time_2	0,921	0,482	Valid
Flexible_Time_3	0,848	0,482	Valid
Flexible_Time_4	0,915	0,482	Valid
Flexible_Time_5	0,859	0,482	Valid
Flexible_Time_6	0,894	0,482	Valid

Source: Processed data

From the results of the validity test of the Flexible Time variable (X1) questionnaire, it is known that all statements are valid because the value is greater than the r_{table} value. Based on this, all Flexible Time (X1) variable statement items can be used to retrieve research data. While the results of the calculation of the reliability test for the Flexible Time (X1) variable are as shown in the table below.

Reliability Statistics

Cronbach's Alpha	N of Items
,936	6

Source: Processed data

Based on the data in the table above, the results of the reliability test calculation for the Flexible Time variable (X1) are greater than 0.60, namely 0.926. Therefore, it is concluded that the Flexible Time (X1) variable instrument is reliable and can be used to collect research data.

Results of Validity Test of Work Environment Variable Instruments

No. Item	R _{count}	r _{table}	Intepretation
Work environment_1	0,828	0,482	Valid
Work environment_2	0,770	0,482	Valid
Work environment_3	0,787	0,482	Valid

Work environment _4	0,848	0,482	Valid
Work environment _5	0,775	0,482	Valid
Work environment _6	0,787	0,482	Valid
Work environment _7	0,664	0,482	Valid
Work environment _8	0,617	0,482	Valid

Source: Processed data

From the calculation data for the validity test of the Work Environment variable questionnaire (X2) in table above it is found that all statements are valid because their value is greater than the rtable value. Based on this, the seven items of the Work Environment variable statement (X2) can be used to retrieve research data.

Furthermore, the calculation results of the Work Environment reliability test (X2) are as presented in the table below.

Reliability Statistics

Cronbach's Alpha	N of Items
,893	8

Source: Processed data

Based on the results of the reliability test calculation for the Work Environment variable instrument (X2) in the table above, it is known that the Cronbach's Alpha value is 0.893, which means it is greater than 0.60. Therefore, it is concluded that the Work Environment variable instrument (X2) is reliable and can be used to retrieve research data.

Instrument Validity Test Results for Leadership Style Variables

No. Item	r _{count}	r _{table}	Intepretation
Leadership _1	0,790	0,482	Valid
Leadership _2	0,752	0,482	Valid
Leadership _3	0,785	0,482	Valid
Leadership _4	0,861	0,482	Valid
Leadership _5	0,806	0,482	Valid
Leadership _6	0,787	0,482	Valid
Leadership _7	0,771	0,482	Valid
Leadership _8	0,563	0,482	Valid

Source: Processed data

Based on the results of the validity test of the leadership style variable questionnaire (X3), it was found that all statements were valid because the value was greater than the rtable value. Based on this, all the leadership style variable statement items (X3) can be used to collect data in this research.

Reliability Test Results of the Leadership Style Variable Instrument

Reliability Statistics

Cronbach's Alpha	N of Items
,895	8

Source: Processed data

Based on the data in the table above, it is known that the results of the reliability test calculation for the Leadership Style variable (X3) are 0.895, which is greater than 0.60. Therefore, it can be concluded that the Leadership Style variable instrument (X3) is reliable and can be used to collect research data.

Result of Validity Test of Employee Performance Variable Instrument

No. Item	r _{count}	r _{table}	Intepretation
Performance_01	0,866	0,482	Valid
Performance_02	0,826	0,482	Valid
Performance_03	0,943	0,482	Valid
Performance_04	0,877	0,482	Valid
Performance_05	0,895	0,482	Valid
Performance_06	0,800	0,482	Valid
Performance_07	0,685	0,482	Valid
Performance_08	0,631	0,482	Valid
Performance_09	0,632	0,482	Valid
Performance_10	0,771	0,482	Valid
Performance_11	0,738	0,482	Valid
Performance_12	0,697	0,482	Valid
Performance_13	0,793	0,482	Valid
Performance_14	0,943	0,482	Valid
Performance_15	0,851	0,482	Valid

Source: Processed data

Based on the calculation data for the validity test of the employee performance variable questionnaire (Y) in table above, it was found that all statement items were declared valid because their value was greater than the r_{table} value. Therefore, it is concluded that statement items can be used to retrieve research data on employee performance variables (Y).

Employee Performance Variable Instrument Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
,959	15

Source: Processed data

Based on the calculation data for the reliability test of the employee performance variable instrument (Y) as shown on table above, it is found that the value of Cronbach's Alpha is 0.959. This value is more than 0.600, therefore it is concluded that the employee performance variable instrument (Y) is reliable and can be used to collect research data.

Flexible Time Variable Normality Test Results

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	D f	Sig.	Statistic	df	Sig.
Flexible time	,094	47	,200*	,974	47	,375

Source: Processed data

a. Lilliefors Significance Correction

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

Based on the results of the calculation of the normality test for the Flexible Time variable (X1) using the Kolmogorov-Smirnov test, it is known that the significance value (sig.) is 0.200. Because the significance value (sig.) is greater than the real level (α), namely 0.05, it can be interpreted that the Flexible Time (X1) variable data is normally distributed. Therefore, the data normality requirements for the Flexible Time (X1) variable regression model analysis have been fulfilled.

Work Environment Variable Normality Test Results

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work environment	,079	47	,200*	,978	47	,520

Source: Processed data

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance

Based on the results of the data normality test for the work environment variable (X2) using the Kolmogorov-Smirnov test, it was found that the significance value (sig.) was 0.200. Because the significance value (sig.) is greater than the real level (α), namely 0.05, it can be concluded that the work environment variable data (X2) is normally distributed. From these results, the assumption of normality of work environment variable data (X3) for the regression model analysis has been fulfilled.

Normality Test Results for Leadership Style Variables

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership	,088	47	,200*	,986	47	,846

Source: Processed data

a. Lilliefors Significance Correction

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

Based on the data in the normality test output table for the leadership style variable (X3) using the Kolmogorov-Smirnov test it is known that the significance value (sig.) is 0.200. Because the significance value (sig.) is greater than the significant level (α) which is 0.05, it can be concluded that the leadership style data (X3) in this study is normally distributed. Thus, the assumptions or requirements for data normality for the regression model analysis for the leadership style variable (X3) have been fulfilled.

Results of Normality Test of Employee Performance Variables

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	D f	Sig.	Statistic	df	Sig.
Performance	,078	47	,200*	,975	47	,415

Source: Processed data

a. Lilliefors Significance Correction

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

Based on the results of the data normality test for the employee performance variable (Y) using the Kolmogorov-Smirnov test it was found that the significance value (sig.) was 0.200. Because the significance value (sig.) is greater than the significant level (α) which is 0.05, it is concluded that the employee performance variable data (Y) is normally distributed. From these results, it is stated that the assumption of normality of employee performance variable data (Y) for the regression model analysis has been fulfilled.

Because the research data has fulfilled the analysis requirements test, then the research data analysis can be carried out using the multiple regression analysis method.

Multiple Regression Coefficient

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	-14,673	6,346		-2,312
	Leadership	,669	,188	,343	3,548
	Flexible time	,606	,221	,271	2,737
	Work environment	,490	,191	,275	2,558

a. Dependent Variable: Performance

Source: Processed data

From the calculated data presented on table above, the multiple linear regression equation in this study is as follows : $\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$

$$\hat{Y} = -14,673 + 0,669 (X_1) + 0,606 (X_2) + 0,490 (X_3)$$

The partial T test is a test carried out to determine the effect of independent variables on the dependent variable. The basis for decision making used in research is by using significance numbers. If the significance figure is < 0.05 then (H_0 is rejected and H_a is accepted). But if the significance number is > 0.05 then (H_0 is accepted and H_a is rejected).

T-test test results

Partial t test for Flexible Time variable (X_1)

Based on the T-test test data for the flexible time variable (X_1), the significance value (sig.) was obtained, namely 0.001. Because the significance value is $0.009 < 0.050$, the decision H_0 is rejected and taken H_a accepted. This decision means that the flexible time variable (X_1) has a positive and significant effect on employee performance (Y) of PT. Y-Tec Autoparts Indonesia.

Partial t test of work environment variables (X_2)

Based on the results of the T-test calculation of the work environment variable (X_2), the significance value (sig.) was obtained, namely 0.014. Because the significance value is $0.014 < 0.050$, the decision H_0 is rejected and H_a is accepted. This decision means that the work environment variable

(X3) has a positive and significant effect on employee performance (Y) of PT. Y-Tec Autoparts Indonesia.

Partial t test of leadership style variables (X3)

Based on the T-test test data for the leadership style variable (X3), the significance value (sig.) was obtained, namely 0.003. Because the significance value is $0.001 < 0.050$, the decision H_0 is rejected and H_a is accepted. This means that the Leadership Style variable (X3) has a positive and significant effect on employee performance (Y) of PT. Y-Tec Autoparts Indonesia.

The coefficient of determination test explains how much contribution the independent variables make to the dependent variable.

Coefficient of Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 ^a	.687	.657	6,36307

a. Predictors: (Constant), Flexible time, Work environment, Leadership

Source: Processed data

Based on the data in the table above, it is known that the R coefficient value is 0.829. Because this value is in the range of 0.80-1.00 which means that the independent variables (flexible time, work environment, leadership style) have a very strong relationship with the employee performance variable (Y) at PT. Y-Tec Autoparts Indonesia.

While the value of the coefficient of determination (Adjusted R_Square) is 0.778. The magnitude of the coefficient of determination (Adjusted R_Square) can be interpreted that the variable flexible time, work environment, leadership style can explain the employee performance variable (Y) PT. Y-Tec Autoparts Indonesia with a contribution of 65.7% while the remaining 34.3% is influenced by other variables not examined in this study.

Discussion

The results of the t test calculation show that partially the flexible time variable has a positive and significant effect on employee performance at PT. Y-Tec Autoparts Indonesia. As for the regression analysis, it was found that the coefficient of the Flexible Time variable was positive. A positive coefficient value can be interpreted as meaning that if there is an increase in the flexible time variable then the PT employee performance variable. Y-Tec Autoparts Indonesia will also experience an increase.

Research data shows that the work environment partially has a positive and significant effect on employee performance at PT. Y-Tec Autoparts Indonesia. This is proven by the results of the regression calculation which obtained a value of (β) 0.490 and sig. 0.014. Based on this, it can be concluded that if there is an improvement in the work environment then the performance of employees at PT. Y-Tec Autoparts Indonesia will also experience an increase.

Based on the results of the t test calculations, it is known that partially the leadership style variable has a positive and significant effect on employee performance at PT. Y-Tec Autoparts Indonesia. Then from the regression analysis it is known that the coefficient of the leadership style variable is positive. This means that if there is an increase in the leadership style variable then the PT employee performance variable. Y-Tec Autoparts Indonesia will also experience an increase.

Furthermore, Thoha (2010: 42) revealed that leaders can encourage higher performance by providing activities that influence their subordinates to believe that valuable results can be achieved with serious effort. Meanwhile, Suranta (2012:38) states that "a superior's leadership style can influence employee success in performance, and will lead to the success of the organization in achieving its goals". Good leadership will produce high levels of performance and subordinate satisfaction. By using his leadership, a leader will influence the perceptions of subordinates and motivate them, directing employees to task clarity, goal achievement, job satisfaction, and effective work implementation.

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Therefore, a leader needs to think about a leadership style that can maximize performance and is easy to adapt to all situations in the organization.

Conclusion

Based on data analysis and discussion of research results regarding the influence of leadership style, work motivation, work discipline and compensation on employee performance at PT. Y-Tec Autoparts Indonesia, this research concludes as follows:

From the results of the partial test carried out on the first hypothesis, it can be concluded that Flexible Time has a positive and significant effect on the performance of PT employees. Y-Tec Autoparts Indonesia. This means that the greater the flexible time an employee has, the greater the employee's performance. This is proven by the results of the t test output, which shows that the t value is $(2,737) > t \text{ table } (2,011)$ and the significance level is $0.009 < 0.05$.

From the results of the partial test carried out on the second hypothesis, it can be concluded that the work environment has a positive and significant effect on the performance of PT employees. Y-Tec Autoparts Indonesia. This means that the greater the work environment an employee has, the greater the employee's performance will be. This is proven by the results of the t test output, which shows that the t value is $(2,558) > t \text{ table } (2,011)$ and the significance level is $0.014 < 0.05$.

From the results of the partial test carried out on the third hypothesis, it can be concluded that leadership style has a positive and significant effect on the performance of PT employees. Y-Tec Autoparts Indonesia. This means that the greater the leadership style possessed by an employee, the greater the employee's performance. This is proven by the results of the t test output, which shows that the t value is $(3,548) > t \text{ table } (2,011)$ and the significance level is $0.001 < 0.05$.

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