

The Influence of Work Flexibility and Self Efficacy on Employee Performance in Bekasi District

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Abstract

This research aims to analyze the influence of work flexibility and self-efficacy on employee performance among employees who work in the Bekasi Regency area. Work flexibility and self-efficacy are independent variables, while the dependent variable is employee performance which is measured using a Likert scale with an interval scale type. Sampling was carried out in the Bekasi Regency area using the method of distributing questionnaires containing statements regarding the influence of work flexibility and self-efficacy on employee performance. The results of this research found that the influence of work flexibility has a positive effect on employee performance and self-efficacy does not have a positive effect on employee performance.

Keywords: Work Flexibility, Self-efficacy, Employee Performance.

Introduction

Human resources are an important element of every organization. Employees become the arms of an organization that have a tremendous role in the preparation and development of organizational affairs. Competition among organizations requires them to pay more attention to operational effectiveness for competitive advantage. Effectiveness for competitive advantage mainly depends on the performance of the workforce (Professor Robert Dailey, 2012). However, it does mean that employees are a valuable resource, capable of providing a competitive advantage to the organization (Nuraini *et al.*, 2017).

There is a phenomenon that occurs among Indonesian workers to keep working in a company is the culture and values of the company. There is a tendency for workers to make the experience of flexibility in how to work in the midst of the Covid-19 pandemic a major consideration. According to Mediana (Mediana, 2022) In the past 24 months, according to Michael Page Indonesia's survey and observations of job candidates in the Michael Page Indonesia network, there is a desire for flexibility and independence in the way workers work. The surge in resignations that is said to have occurred in the United States, says Imeiniar, is also happening in Indonesia. The flexibility and independence factor complemented other

reasons for resignations this year, such as the search for a job in a company that has a value and cultural fit. These drivers plague workers in any country.

Work flexibility is to choose a place and time to work, both formally and informally, things that facilitate employees at work, namely policies on how long (time flexibility), when (timing flexibility), and where (place flexibility) employees work. Flexibility means that employees have freedom of time in beiroipeirasi. To be able to compete and maintain excellence, it must be recognized that the role of workers is very important as a driver of industrial activities, so they must get special attention because they spend time, thought and energy. In addition, they have feelings, needs and expectations that can affect worker performance, dedication, and loyalty, and love of work and industry (Nuraini *et al.*, 2017).

The success of an organization is marked by the performance (job performance) of its employees. Performance or work performance is the result of work achieved by a person in carrying out tasks in accordance with the responsibilities given to him (Abdul Kadir, 2018). Factors that affect performance are ability and motivation factors. Every organization or company will try to improve employee performance to achieve the organizational goals that have been set (Sebayang & Sembiring, 2017).

In connection with this, according to Mangkunegara (Mangkunegara, 2011) Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is said to be good if employees are able to carry out or carry out tasks in accordance with the responsibilities given (Findriyani & Parmin, 2021).

Performance is something that a person successfully achieves in carrying out the responsibilities and work given. Mangkunegara (Sutedjo & Mangkunegara, 2013) suggests that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Kuswadi, 2004) added that performance can be influenced by several factors, namely employee satisfaction, employee ability, motivation, work environment and leadership. All of these factors can be said to be very influential, but some have a very large effect, and some have a not too large effect (Noviawati, 2016).

Method

The data collection method used in this study is by distributing quantitative questionnaires given to respondents or research objects. According to Wicaksono (Wicaksono, 2019), explained that a questionnaire is a technique of data collection which is usually done by giving several questions in writing to the respondent which the respondent then answers. The technique in collecting data uses a random sampling technique in Bekasi Regency with a total of 40 people filling out the questionnaire.

Data analysis in this study used SmartPLS software with the data tested in this study including R-Square, Path Coefficients.

The importance of work discipline is also evident in the results of this study, where management that successfully manages these elements well can achieve organizational goals, maintain service quality, and compete effectively in a dynamic environment. By utilizing Smart PLS, this study was able to provide a more detailed and accurate analysis of the relationship between the variables studied. In conclusion, leadership strategies, motivation, and work discipline have a significant impact on employee performance in an organization, as seen in the case of Primaya Hospital Bekasi.

Result and Discussion

R Square

Table 1. R Square

	R Square	R Square Adjusted
KK	0,430	0,400

Based on the R-Square value of 0.430, it shows that about 43% of the variability in the employee performance data can be explained by the factors included in the evaluation model. In other words, the model is able to explain a large factor of the variation in employee performance, providing a good understanding of the factors that influence such outcomes. However, it should be noted that there are other factors outside the model that may also affect employee performance and are not included in this analysis. Therefore, to accommodate this complexity, we look at the Adjusted R-Square value, which is 0.400. This value takes into account the number of factors in the model and provides a more conservative measure of the extent to which the model can explain variability. With an Adjusted R-Square value of 0.400, we realize that while this model has a good ability to explain variation in employee performance, there are still a number of factors that cannot be explained by this model. This may be due to the natural complexity of human factors, team dynamics, or other unmeasured variability in this assessment. Therefore, while the model provides valuable insights, keep in mind that this analysis may not cover all aspects that affect employee performance thoroughly.

Path Coefficients

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s
FK -> KK	0,547	0,596	0,114	4,793	0,000

SE -> KK	0,180	0,149	0,152	1,186	0,236
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The results of statistical analysis show that the work flexibility variable has a significant impact on employee performance. The T Statistic value of 4.793 indicates that the effect of work flexibility on employee performance is positive and strong. The higher the T Statistic value, the greater the influence on the response variable, in this case, employee performance. Furthermore, the very low P-value of 0.000 indicates that this result is highly statistically significant. In this context, we can reject the null hypothesis stating that there is no effect of work flexibility on employee performance. Instead, we can accept the alternative hypothesis which states that there is a significant relationship between work flexibility and employee performance.

Statistical analysis shows that the T-statistic value for the relationship between self-efficacy and employee performance is 1.186. Although this value indicates a positive relationship between self-efficacy and performance, it should be noted that the value does not reach the conventional level of statistical significance. With a P-value of 0.236, we cannot reject the null hypothesis that there is no significant relationship between self-efficacy and employee performance. Statistically, P values greater than the significance level generally indicate that we do not have enough evidence to conclude a significant effect.

Discussion

The Effect of Work Flexibility on Employee Performance

To determine the effect of work flexibility on employee performance. Based on the test results of the work flexibility variable (X2), a value of 4.793 was obtained. Thus it can be said that "work flexibility affects employee performance in Bekasi Regency" is accepted. This means that if the higher the work flexibility applied by the company, it will affect employee performance. This research is the same as research conducted by Gunawan and Franksiska (2020) which states that flexible work arrangements have a positive influence on performance. In another study by Altindag and Siller (2014) stated that a flexible work model is very valuable for improving and sustaining employee performance and flexible working hours have a direct effect on employee performance.

Previous research conducted by Desi Nuraini (Nuraini et al., 2017) The results showed that work flexibility has a significant effect on employee performance. Based on the results showed that work flexibility (titung = 1.064) has no influence on employee performance. This means that whether or not work flexibility is free will not have an impact on employee performance, so the hypothesis is accepted. These results are inconsistent with those conducted by (Kelliher, 2008) which states that work flexibility has a positive relationship to performance. And also research by Altindag and Siller (Altindag & Siller, 2014) shows that work flexibility

has an influence on performance satisfaction. This identifies that the size of work flexibility as seen from the indicators of time flexibility, timing flexibility and place flexibility cannot affect employee performance, work has become an embedded part of employees because employees are selected based on predetermined criteria.

There are other previous studies conducted by Ni Komang Siskayanti and I Gede Sanica (Siskayanti & Sanica, 2022) menghasilkan bahwa fleksibilitas kerja tidak berpengaruh positif terhadap kinerja karyawan. Based on the test results, it is found that the beta coefficient value of work flexibility is 0.031, which means that the direction of the influence of work flexibility on the performance of BPJS Ketenagakerjaan Bali Denpasar employees is unidirectional or positive, while the t-test found that the t-count of 0.375 is smaller than the t-table value of 2.0322 which indicates that work flexibility has no significant effect on performance. However, there are other studies that show that work flexibility has a positive effect. This research was conducted by Nonik Maifanda and Muhammad Ramadhan Slamet (Fanda & Slamet, 2019). Stating that, flexible working hours have a significant negative effect on employee performance. This means that the implementation of flexible working hours provided by the company to employees does not provide good benefits for the company.

The Effect of Self Efficacy on Employee Performance

Based on the test results of the Self efficacy variable (XI), a value of 1.186 was obtained. Therefore, "Employee performance in Bekasi Regency regional companies is influenced by self-efficacy" is accepted. This means that the higher the self-efficacy carried out by employees, the better their performance will be. This is because employees in Bekasi Regency who have a high sense of self-efficacy will be more capable of carrying out the tasks assigned by the company and will always try to achieve the work goals set by the company.

In other research by Stevani Sebayang and Jafar Sembiring (Sebayang & Sembiring, 2017). Stating that, Self Efficacy at PT Finnet Indonesia is an influential variable in improving employee performance, the results of descriptive analysis show that 79.2% of self efficacy affects employee performance at PT Finnet Indonesia. There are other studies that show that Self efficacy also has a positive effect, this research was conducted Yeti Indrawati (Esteem, 2010.) by stating that self-efficacy (X2) to nurse performance (X3). The results showed that the direct relationship / direct effect was 0.194 and the indirect relationship / indirect effect was 0.053 so that the impact of the intervening variable job satisfaction (X3) had a weakening effect on the relationship. There is another study that shows that self-efficacy does not have a positive effect on employee performance.

This research was conducted stating that Self Efficacy has no significant effect on employee performance (Abdul Kadir, 2018). This research is in line with research conducted by Stevani (Sebayang & Sembiring, 2017) which states that Self Efficacy has a positive and insignificant effect on Employee Performance. Motivation variables have a significant effect

on employee performance This research is in line with research conducted by Joni Heruwanto (2019) which states that Work Motivation has a positive and significant influence on Employee Performance.

Conclusion

The results of the data processing state that based on statistical analysis, the Work Flexibility variable has a statistically significant impact on Employee Performance in this study. However, it is important to remember that this interpretation must be adjusted to the specific characteristics of the data and the broader context of the study. Overall, it can be concluded that, within the framework of this study, Self efficacy has a positive and significant impact on Employee Performance. Therefore, companies may have to consider efforts to increase work flexibility and self-efficacy as strategies to improve employee performance. Nonetheless, it should be kept in mind that this interpretation should be adapted to the specific context and characteristics of the data used in this study.

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