



The influence of leadership and work flexibility on employee performance

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ARTICLE HISTORY

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ABSTRACT

This research aims to determine the magnitude of the influence of leadership and work flexibility on performance and employee performance at PT. Pertama Logistic Service, Tanjung Priok Branch. The research method used in this research uses quantitative methods. This research took a sample of 82 respondents. Data analysis uses multiple regression analysis. The research results show that leadership and work flexibility have a positive and significant effect, both partially and simultaneously, on employee performance.

KEYWORDS

Leadership; Work Flexibility; Employee Performance

1. Introduction

Every company has a goal to achieve mutual success and to achieve organizational goals effectively and efficiently. Therefore, every company must handle human resources well and correctly to improve employee performance and achieve the company's goals and expectations (Hayati & Yulianto, 2021; Riniwati, 2016). Human resources are the most important thing a company has; therefore, for a company to achieve maximum performance, fair and satisfactory treatment is needed for the human resources who work in a company (Diniarsa & Batu, 2023; Purnomo, 2018). Various factors influence the level of effectiveness of employee performance, including leadership factors and work flexibility (Akbar, 2018; Devi, 2022).

In a company, a leader is tasked with directing its members. This is because a good leader will lead his members to success. Hence, the leadership needed is leadership that can empower his employees, foster their self-confidence in carrying out their duties, and leaders who act honestly and fairly towards their employees. Therefore, in an organization or company, leadership is an essential factor (Utaminingsih, 2014; A. Wijaya, Purnomolastu, & Tjahjoanggoro, 2015). Leadership is the ability to influence and direct its members. In other words, a leader can influence his members through communication. Communicating frequently with employees will make it easier for employees to understand the aims and objectives that leaders provide. With good communication between leaders and employees, differences of opinion and misunderstandings, which

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can cause chaos in a company, can be prevented (Sania & Akbar, 2023; Saputro & Ponorogo, 2020).

The leadership style that occurs at PT. Pertama Logistic Service is a leadership style that gives employees freedom. This happens because no standard rules are implemented in writing, so this affects work flexibility. Therefore, the lack of firmness from leaders and unclear rules regarding time targets that must be achieved make employees lack a sense of responsibility and discipline in carrying out their work, resulting in decreased employee performance. Based on observations made by the author regarding leadership at PT. Pertama Logistic Service in Tanjung Priok Branch, it can be seen that the leadership is still not optimal, as evidenced by the fact that many employees still need to complete their work according to the company's targets. This condition requires a competent leader to make stricter regulations so that employee performance will be better in the future. The essential thing that leaders must do is implement good cooperation and show more initiative to all employees without exception.

Pre-research data on leadership shows that PT. Pertama Logistic Service leaders should be more assertive in managing subordinates. Thus, there are problems regarding a leader's lack of assertiveness. A leader needs to be robust so employees can be more organized. Another phenomenon that occurs at PT. Pertama Logistic Service is about work flexibility. Currently, the company is experiencing a high percentage of lateness; the highest lateness rate is caused by no sanctions being given to employees, resulting from the high rate of employee absenteeism at PT. Pertama Logistic Service, the Tanjung Priok Branch caused poor employee performance, which decreased sales and income targets.

Work flexibility can encourage employees to have creative and innovative ideas at work, as they can arrange what work they want to do and complete it first. Thus, work flexibility in a company is determined by its leaders, with a leader who can give freedom to employees (Riyanti, 2019; C. Wijaya & Rifa'i, 2016). Therefore, work flexibility is a work arrangement system that gives employees more freedom to organize working hours, where employees can choose the appropriate time to complete the work. Still, this work flexibility must be used as well as possible so that the target can be achieved as the company has determined (Gunawan & Franksiska, 2020; Widiati, 2020). Every organization or company implementing directed programs always produces benefits and goals for the company. One way is to improve employee performance (Luthfi, Suyaman, & Hersona, 2021; Rangkuti, 2017).

Field data shows that in the 2020-2022 period, there was a significant decline in sales; in 2020, the Housing and Property sales target was 580 units sold, but experienced a decrease in the following year; namely, in 2021, the Housing and Property sales target was 480 units sold, then shared a decline again. In 2022, it achieved the housing and property sales target of only 355 units sold. This shows that employee performance could be better because they do not reach the targets desired by the company.

Based on the phenomenon, this research will analyze the influence of leadership on employee performance and how work flexibility affects this performance. This research will also help understand how leadership and work flexibility interact to influence employee performance in these companies. Thus, this research will provide a deeper understanding of the relationship dynamics between leadership, work flexibility, and employee performance at PT. Pertama Logistic Service Tanjung Priok Branch, which provides a solid basis for the company to develop strategies and policies that are more effective in improving employee performance and productivity.

2. Research methods

The type of research used in this research is quantitative, with a survey approach via questionnaires. Creswell and Clark (2018) stated that survey research quantitatively describes the tendencies, behavior, or opinions of a population by examining a sample of that population, so based on this quantitative research also has the aim of developing and applying mathematical methods, theories, and hypotheses according to facts in the field. This research was carried out at PT. Firstly, Logistic Service, Tanjung Priok Branch, located at Jl. Raya Binong Curug Ruko Griya Mas No. 3, Binong. Curug District, Tangerang Regency, Banten 15810.

In this research, the population is all employees of PT. First, the Tanjung Priok Branch Logistics Service, numbering 82 people. The sampling method used in this research is the saturated sample method. Soaking sampling is a technique in which all population members are used as samples. The sample used in this research was 82 employees of the entire population. Data collection used a Likert scale questionnaire, while data processing used multiple linear regression analysis with SPSS version 26.00.

3. Results and Discussion

3.1. Data Description

Based on survey data, most respondents were men, reaching 49 people or 60%, while female respondents amounted to 33 people or 40%. The data recap also showed that there were 45 respondents (55%) aged less than 25 years, 26 respondents (32%) aged 26-35 years old, and 11 respondents (13%) aged 36-45 years. From a sample of 82 respondents, the majority were less than 25 years old. Furthermore, there were six respondents (7%) with a Diploma education (1-4), three respondents (4%) with a master's degree education, 27 respondents (33%) with a Bachelor's degree education, and 46 respondents (56%) with equivalent education—high school. Thus, from the data analysis, the majority of respondents in the sample are men aged less than 25 years and have an education equivalent to high school.

3.2. Validity and Reliability Test

Source: SPSS output. 2023

Based on the validity test results in the table above, it can be seen that the overall calculated r value for each variable is greater than the r table (calculated $r > r$ table). So, each statement item in each variable is declared valid.

Based on the reliability test results in the table above, it can be seen that the overall Cronbach's Alpha value for each variable is more significant than 0.6 (Cronbach's Alpha > 0.6), so it can be concluded that each item in the statement for each variable is declared reliable.

3.3. Classic Assumption Test

3.3.1. Normality Test

Table 1. Leadership Variable Validity Test Results

No	Statement	R Count	R Table	Conclusion
1	Leaders receive and pay attention to input and information from subordinates to prepare work tasks	0.711	0.217	Valid
2	Leaders are able to provide and encourage their members to have determination in completing	0.73	0.217	Valid
3	The leader gives authority to the team he leads in completing their tasks and responsibilities	0.602	0.217	Valid
4	Leaders take full responsibility for all decisions, goals, and strategic paths to success by forcing absolute obedience from their subordinates	0.58	0.217	Valid
5	Leaders are able to make firm decisions	0.754	0.217	Valid
6	Leaders have a clear and realistic (reasonable) strategy in every work agenda they create	0.664	0.217	Valid
7	Leaders are able to invite their members to work together in a solid and harmonious team	0.705	0.217	Valid
8	Leaders encourage collaboration in problem solving	0.693	0.217	Valid
9	Leaders always provide new ideas for process improvement	0.597	0.217	Valid
10	Leaders are able to require initiative from other employees	0.661	0.217	Valid

Table 2. Validity Test Results of the Work Flexibility Variable

No	Statement	R Count	R Table	Conclusion
1	There are no demands on the duration of the work I do	0.53	0.217	Valid
2	My daily work duration can be adjusted as long as it remains based on applicable regulations	0.684	0.217	Valid
3	The work schedule rules provided by the company are flexible	0.64	0.217	Valid
4	I can make my work schedule freely as long as I follow the applicable rules	0.746	0.217	Valid
5	The place of work that I do is flexible	0.709	0.217	Valid
6	The location rules for the work I do are flexible	0.611	0.217	Valid

Table 3. Validity Test Results for Employee Performance Variables

No	Statement	R Count	R Table	Conclusion
1	Employees are able to carry out their duties and obligations according to working hours	0.626	0.217	Valid
2	Employees are used to not delaying their work	0.65	0.217	Valid
3	Employees are always present and enthusiastic at work	0.702	0.217	Valid
4	Employees always arrive on time	0.71	0.217	Valid
5	Employees are able to collaborate well between employees	0.682	0.217	Valid
6	Employees are able to carry out tasks according to the standards set by the company to achieve targets	0.742	0.217	Valid
7	Employee performance results sometimes exceed the predetermined results	0.696	0.217	Valid
8	All targets set by the company have been completed well	0.724	0.217	Valid

Table 4. Reliability Test

Variable	Cronbach's Alpha	Minimum Cronbach's Alpha	Information
Leadership	0.860	0.60	Reliable
Work Flexibility	0.770	0.60	Reliable
Employee performance	0.842	0.60	Reliable

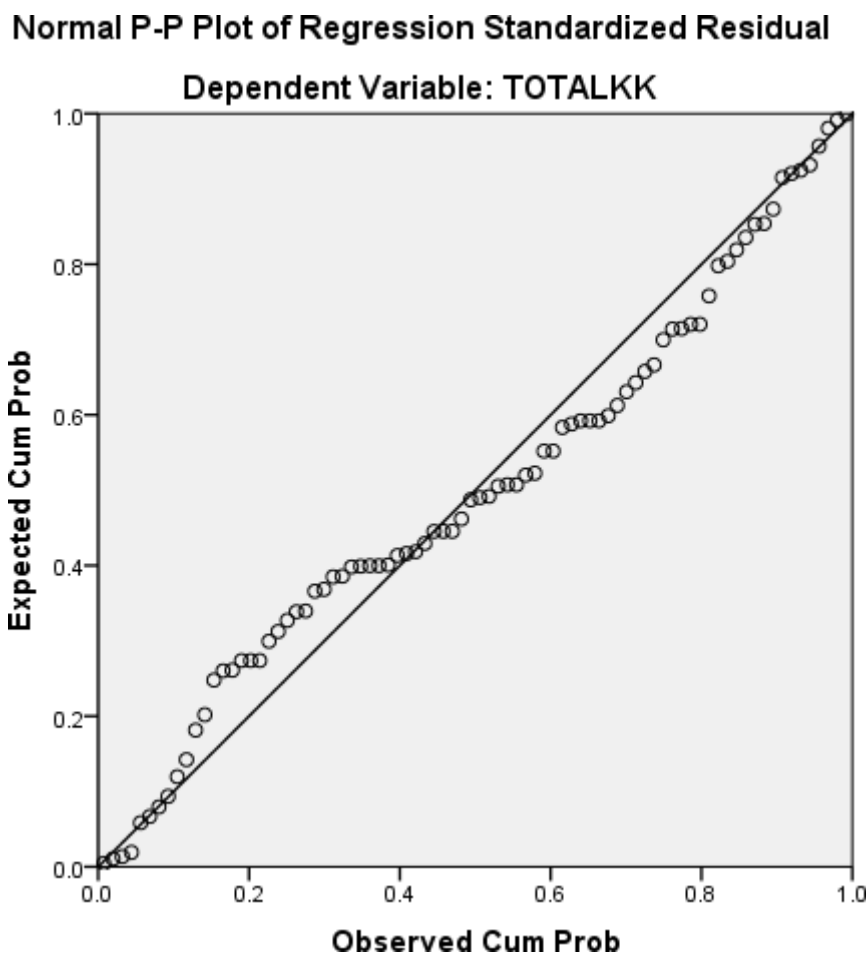


Figure 1.

Based on the residual test results, the data follows a diagonal line, so the data in the research is normal.

3.3.2. Multicollinearity Test Results

Table 5. Multicollinearity Test

Model	Unstandardized Coefficients		Collinearity Statistics	
	B	Std. Error	Tolerance	VIF
Leadership	,336	,070	,593	1,685
Work Flexibility	,447	,094	,593	1,685

Dependent Variable: Employee Performance

Source: SPSS output

Based on the results of data processing, it can be seen that Leadership has a VIF value of 1,685 and a VIF Work Flexibility value of 1,685, where both VIF values for these variables are less than 10, while the tolerance value for both is more than 0.1, so it is concluded that the data in this study free from multicollinearity assumptions.

3.3.3. *Heteroscedasticity Test*

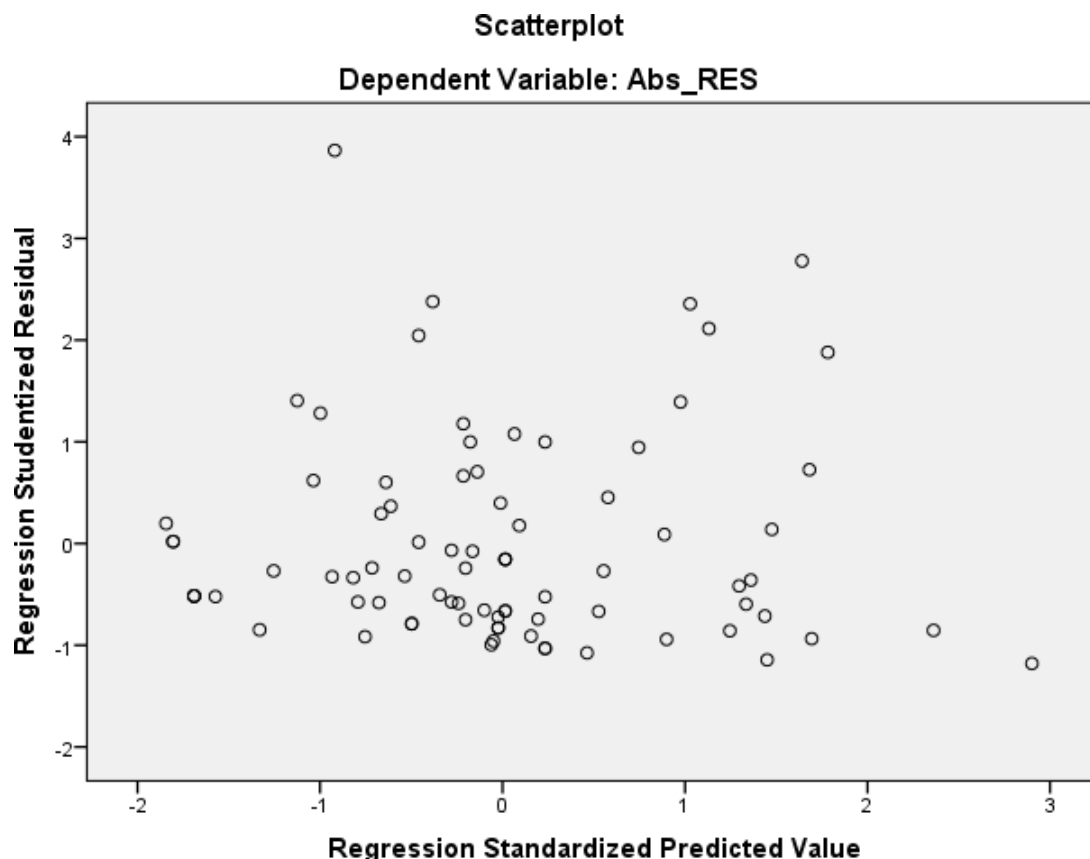


Figure 2. Scatterplot graph

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form specific patterns. Thus, it is concluded that there is no heteroscedasticity interference in the regression model, so this regression model is suitable for use.

3.3.4. *Autocorrelation Test*

Table	6. Autocorrelation Test	Results
Model 1	Durbin-Watson	2,200

Based on the test results in the table above, this regression model has no symptoms of autocorrelation; this is proven by the Durbin-Watson value of 2,200, which is between the interval 1,550 – 2,460.

3.4. *Multiple Linear Regression Analysis*

Table 7. Results of Multiple Linear Regression Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	4,658	2,535		1,837	,070
1 Leadership	,336	,070	,434	4,769	,000
Flexibility	,447	,094	,431	4,746	,000

Source: SPSS Data Processing Results (2023)

Based on the results of the analysis of regression calculations in the table above, the regression equation can be obtained

$$Y = 4.658 + 0.336X_1 + 0.447X_2$$

From the equation above it can be concluded as follows:

1. A constant value of 4.658 means that if the Leadership and Work Flexibility variables do not exist, there is an Employee Performance process value of 4.658 points.
2. A value of 0.336 means that if the constant remains and there is no change in the leadership variable, then every 1 unit change in the leadership variable will result in a change in the Employee Performance process of 0.336 points. The value count > table or (4,769 > 1,664) is obtained based on the test results in the table above. This is also reinforced by the ρ value < Sig.0.05 or (0.000 < 0.05). Thus, leadership and employee performance have a partial positive and significant influence.
3. A value of 0.447 means that if the constant remains and there is no change in the flexibility variable, then every 1 unit change in the flexibility variable will result in a change of 0.447 points in the employee performance process. Based on the test results in the table above, the value of count > table or (4,746 > 1.664) is obtained. This is also reinforced by the ρ value < Sig.0.05 or (0.000 < 0.05). Thus, work flexibility has a partially positive and significant influence on employee performance processes.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1034.141	2	517.071	62.464	.000 ^b
Residual	653.956	79	8.278		
Total	1688.098	81			

Figure 3. Simultaneous F Test

Source: SPSS 25 Data Processing Results

Referring to the test results in the table above, the calculated F value is > F table or (62.464 > 2.710). The Sig value also reinforces this. < 0.05 or (0.000 < 0.05). Thus, there is a significant influence between Leadership and Flexibility simultaneously on employee performance.

Table 8. Correlation and Determination Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.783a	,613	,603	2,877	2,200

The correlation coefficient R is 0.783, meaning the relationship between the dependent and independent variables is strong. The coefficient of determination value is 0.613, so the leadership and flexibility variables affect 61.3 percent of the performance variable.

4. Discussion

The results of the research show that there is a partially significant influence between Leadership and Employee Performance process on the PT. Pertama Logistic Service, Tanjung Priok Branch. The results of this research are also from a previous study conducted by Nurjaya, Afiah Mukhtar, and A. Nur Achsanuddin UA (2020), which shows a reasonably strong relationship between Leadership and employee performance. Various leadership theories, such as transformational theory or situational leadership theory, emphasize the importance of leaders in motivating employees to achieve optimal performance. Influential leaders can provide direction, support, and motivation to employees, improving their performance. Additionally, a leader's attitudes and behavior significantly impact the work atmosphere and overall organizational culture. Leaders who demonstrate open communication, listen well, provide constructive feedback, and pay attention to employee needs to create a positive work environment, ultimately improving employee performance. Influential leaders can also set clear goals and provide clear direction to employees. Employees who understand the organization's objectives and how their role contributes to those goals tend to be more motivated and high-performing. Furthermore, leaders who care about employee development and support achieving their potential have a more significant opportunity to improve individual performance. Through training, coaching, and development, leaders can help employees develop the skills and competencies necessary to succeed.

The results of the research show that there is a partially significant influence between Work Flexibility and the Employee Performance process. PT. Pertama Logistic Service, Tanjung Priok Branch. The results of this research are also from a previous study conducted by Harvey Hiariy (Hiariy, 2018), which showed that organizational flexibility partially has a significant effect on employee performance. Work flexibility significantly impacts employee performance through various empirically proven mechanisms. Firstly, it allows employees to have more control over their work schedules, resulting in them being able to achieve a better balance between work life and personal life. Employees who feel they have control over their time and place of work tend to be more satisfied and motivated, which can improve their performance. Then, work flexibility allows employees to adapt to changes in the work environment more quickly and effectively, such as changing project demands or the need to work remotely. Employees who can quickly adapt to these changes have an advantage in maintaining high performance in varying situations. In addition, providing work flexibility to employees can increase their satisfaction and involvement with work and the organization. Employees who feel valued and given the trust to manage their time and work methods tend to be more involved in their tasks and more motivated to achieve good results. Work flexibility can also increase employee productivity by allowing them to work at the most optimal time. Some individuals may be more productive in the morning, while others may be more effective in the evening. By providing work flexibility, employees can work when they are most productive, which can improve overall performance. Lastly, in an era where work-life balance is increasingly valued, work flexibility is a determining factor in attracting and retaining organizational talent. Organizations offering sufficient

work flexibility will be more successful in attracting quality individuals and keeping them long-term. Thus, work flexibility significantly improves employee performance and strengthens organizational competitiveness in the labor market.

Research results show that Leadership and Work Flexibility positively affect employee performance, with the regression equation $Y = 4.658 + 0.336X_1 + 0.447X_2$. The coefficient of determination or simultaneous influence is 61.3%, while other factors influence the remaining 38.7%. Hypothesis testing obtained $F_{count} > F_{table}$ or $(62.464 > 3.11)$. Thus, H_0 is rejected, and H_3 is accepted. This means there is a significant simultaneous influence between Leadership and Work Flexibility on the Employee Performance process.

5. Conclusion

Based on the results of research conducted at PT. Pertama Logistic Service, in Tanjung Priok Branch, the two variables, namely leadership and work flexibility, significantly influence employee performance. These findings align with previous theory and research, highlighting the importance of effective leadership in motivating employees and creating a positive work environment, as well as work flexibility, which allows employees to balance work life and personal life. Effective leadership, including the direction, support, and motivation the leader provides, has positively impacted employee performance. Apart from that, the attitude and behavior of open leaders, who listen well and pay attention to employee needs, also contribute to increased performance. Work flexibility, which allows employees to have greater control over their work schedules and adapt to changing work environments, has also increased employee satisfaction, engagement, and productivity. Thus, implementing effective leadership and adequate work flexibility is essential for improving employee performance. This research makes a significant contribution to understanding the factors that influence employee performance in specific work environments and providing a solid basis for companies to develop policies and practices that support improved employee performance.

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