

# The Influence of Flexible Working Hours, Work from Home, Work Stress, and Salary on Employee Performance at PT. Armada Auto Tara during Covid-19 Pandemic

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## Abstract

This study aims to analyze the effect of Flexible Working Hours, Work from Home, Work Stress, and Salary on Employee Performance at PT. Armada Auto Tara during the COVID-19 pandemic. The data collection method used is by distributing questionnaires to employees at PT. Armada Auto Tara. After the questionnaires were distributed to 110 employees, validity and reliability tests were carried out to determine the feasibility of the questionnaires. Determination of the sample using the purposive sampling method and the Slovin formula where the formula allows a researcher to take a sample of the population with the desired level of accuracy (Stephanie, 2013). The data management is carried out using SPSS software and goes through several stages, namely multiple linear regression analysis, f statistic test, and t statistical test. The results of the analysis show that the first hypothesis, namely Flexible Working Hours, has no effect on Employee Performance. The second hypothesis is that Work From Home shows a significant positive effect on employee performance. The third hypothesis is that work stress shows no effect on employee performance. The fourth hypothesis is that salary shows a significant positive effect on employee performance.

*Keywords: Flexible Working Hour; Work From Home; Work Stress, Salary; Employee Performance.*

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## 1. Introduction

The automotive industry is a business industry that competes with other industries, there is pressure in a job, there are challenges in every job responsibility, and it is dynamic in its implementation (Leung, 2011). The automotive industry is one of the important industries in Indonesia's GDP contribution. In 2021, the automotive sector will reach IDR 407.88 trillion (Kusnandar & Bintari, 2020). The figure mentioned can reach up to 18.54% of the GDP figure of the wholesale and retail trade sector which totals Rp. 2.2 quadrillion. Compared to 2020, the trade sector for cars, motorcycles, and repairs grew to 12.1%, which is valued at IDR 262.22 trillion. The value mentioned above is better than in 2020 which decreased by 1.31%. The growth of this sector in 2021 surpassed the rate of increase in the pre pandemic period, and became the highest point in the last 11 years. Moreover, according to the Minister of Industry of the Republic of Indonesia Agus Gumiwang Kartasasmita, the automotive industry has a major contribution to the national economy. It was explained that in general, the manufacturing sector has contributed 20% annually and has provided job vacancies for 17.5 million people (Zhafira, 2021). On the other hand, the Corona Virus or Covid-19 has limited economic activity for all sectors. The automotive industry without exception has been greatly affected by the impact of the COVID-19 pandemic. The existence of a pandemic resulted in the enactment of regulations limiting movement in the community which was very contrary to the needs of the automotive industry where work was needed at the project site (Gamil,2020).

Corona virus or name The popularity of COVID-19 has been the center of public attention since its emergence in 2019 in China. The COVID-19 pandemic has proven to have had poor results for the economic and social aspects of the world since the beginning of 2020, including Indonesia. Economic outcomes are threatened in all regions of Indonesia, also with worse regional conditions than before. As a result, like governments around the world, governments in Indonesia are also taking quick steps to minimize the number of spreads in Indonesia. In this time of the COVID-19

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pandemic, forcing various companies or agencies to implement changes to the work system (Putra et al., 2020). Work From Home is one of the most widely used and required systems of the government, which impacts the employees especially in this pandemic situation. The impact of changes in the work system that is happening today is very interesting to study, especially because most companies or agencies in Indonesia still use conventional work systems, and the Work From Home system on the work performance of employees in industries or companies during the pandemic. In this investigation the method used is a quantitative method, non-probability, purposive sampling conducted through an online questionnaire (Google Forms), for the company PT. Armada Auto Tara during the pandemic.

In addition, this study provides academic information on the use of Flexible Working Hours and Work From Home systems to find out how efficient the employee's performance is in the company. For companies, productivity and operational efficiency can be the main drivers in implementing flexible work for employees. Flexible work offers highly beneficial opportunities for employees and the company as a whole by supporting positive work behaviors such as employee engagement, employee motivation, and job satisfaction, as well as good performance. However, flexible work and work from home are still not fully accepted. What employees need when working is socializing and exchanging data are the main obstacles for employees so that it can reduce productivity in the company. This is supported by a study from Abid and Barech in 2017 which said that the Flexible Working Hours variable had a positive influence on the Employee Performance variable. According to (A. P. Mangkunegara, 2013), meaningful work performance is the result of workers completing work with quality and quantity in carrying out the tasks assigned according to their responsibilities.

The term Work From Home first appeared in the book *The Human Use of Human Beings Cybernetics and Society* by Norbert Wiener which was published in 1950 and used the term telework (Siddhartha & Malika, 2016). Then, in late 1974, the term “telecommuting” was first used in a University of Southern California report focusing on a rush hour traffic reduction project funded by The National Science Foundation (Nilles et al., 1974). Working from home can affect employees' commitment to participation and loyalty in fulfilling their duties and responsibilities. The success of the system is reflected in the enthusiasm of employees who are able to fulfill their duties and responsibilities even when they are not at work. In addition, you can also pay attention to the work report employees, whether the employee has the initiative or can be creative in work because they work at home, even employees who have more time in carrying out their responsibilities because they have to fulfill their duties and responsibilities even if only with free time. There is also research from Bloom et al., (2015) examining the relationship between remote work and employee performance. That research involved travel agents and call agents in China and compared the performance of employees stationed in the office and at home based on call duration and number of calls. This has improved employees' overall working performance from home. Because with a more relaxed work employee productivity increases atmosphere, compared to those who work in the office. There also is research by (Shagvaliyeva & Yazdanifard, 2014) that supports the negative response given by respondents, they state that work flexibility can also make employees feel difficult at work.

Having a work from home that has flexible work will also be very influential with stress at work. Because irregular working hours will increase employee stress levels which can lead to mental and physical disorders and emotional exhaustion due to long working hours and feeling uncomfortable with the atmosphere when they work. This way of working if left unchecked will make the employee feel depressed and depressed and the motivation for them to work is no longer there so that their performance is not optimal. It can get even worse if the employee cannot withstand the pressure and The employee decides to resign from the company. Thus, because employees feel stressed at work, the company also suffers losses due to the imbalance between employee performance and the salary that the company provides. So the company decided to cut the salary of each employee during the pandemic by 50%. The definition of salary here is the wages for payment of services performed by workers which will usually be paid within a specific time (Mulyadi, 2015). In research from (Hameed et al., 2014) the explained, employee performance has a very positive effect on the salary received. However, in (Gunawan & Amalia, 2015) research, they are inversely explained that employee performance has a negative influence on the salary received. This really makes employees not comfortable and feel that flexible working hours and working from home are detrimental to them. Because according to them, the reduction in salary makes them stressed at work, because like it or not they keep working because during this pandemic it is very difficult to find a new job.

PT. Armada Auto Tara is a company that was founded in the automotive field in 1983, which was originally named Armada Group. Initially building a car and bus body assembly business, PT Armada Auto Tara or what is usually abbreviated as AAT has expanded its business and PT. Astra International Tbk entrusts itself as the official dealer of Isuzu and brand vehicles Daihatsu. Then PT. Armada Auto Tara opened branches in several locations around Jakarta, Tangerang, Bekasi in 1997 consecutively every year, even recently they opened new branches in the Bogor area to the

island of Java such as in Palembang, supported by products and vendors. who are experts in their fields. For now, the sales of Armada Auto Tara are growing rapidly, exceeding the target set at 4% per year and having established many cooperative relationships with other companies by opening official workshops at dealers by body repair. Now with the increased commitment they are making, Armada Auto Tara is worth it to gain customer trust with high-quality, high-quality products, and the Daihatsu and Isuzu brands at competitive prices can satisfy customer satisfaction. In this way, our vision and mission are aligned. and become a manufacturer of cars and compact cars that meet global quality standards. In the future, the Tara Auto Fleet is increasingly confident in being able to expand its market in Indonesia because PT. Astra International tbk provides full support also from loyal customers who use Daihatsu and Isuzu vehicles who have been satisfied and comfortable with the service and quality of the Daihatsu and Isuzu products they provide.

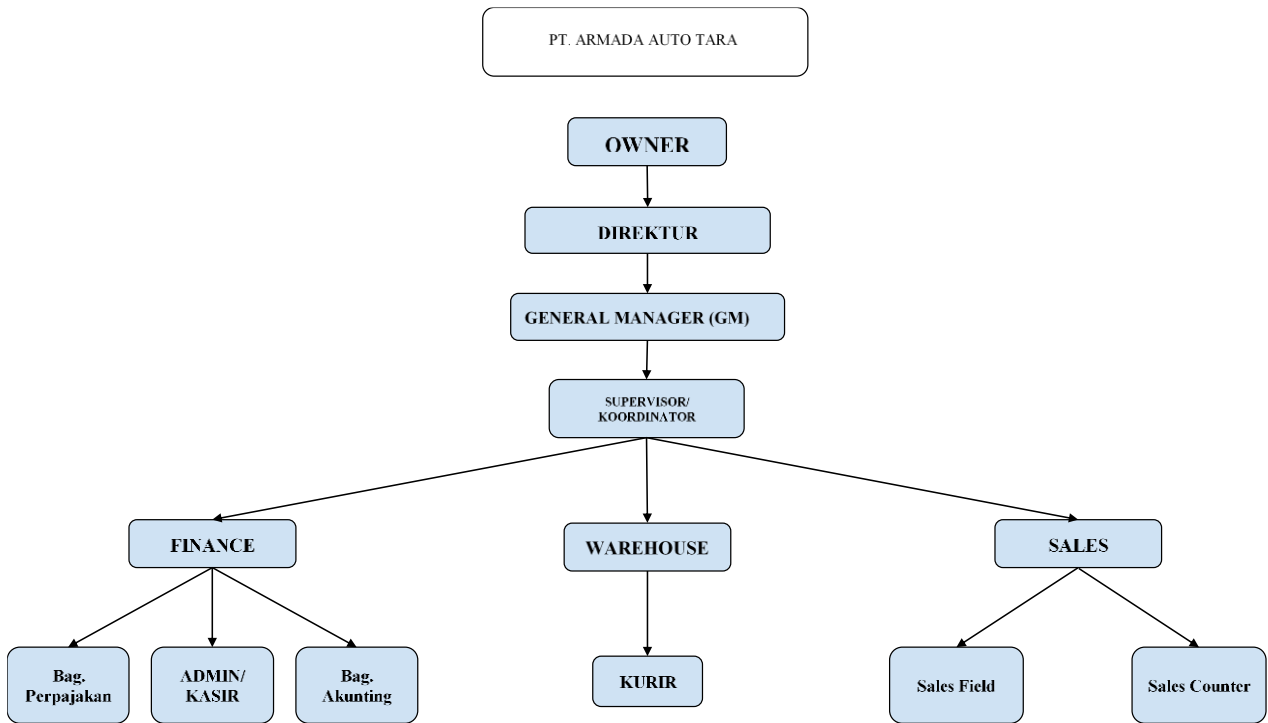
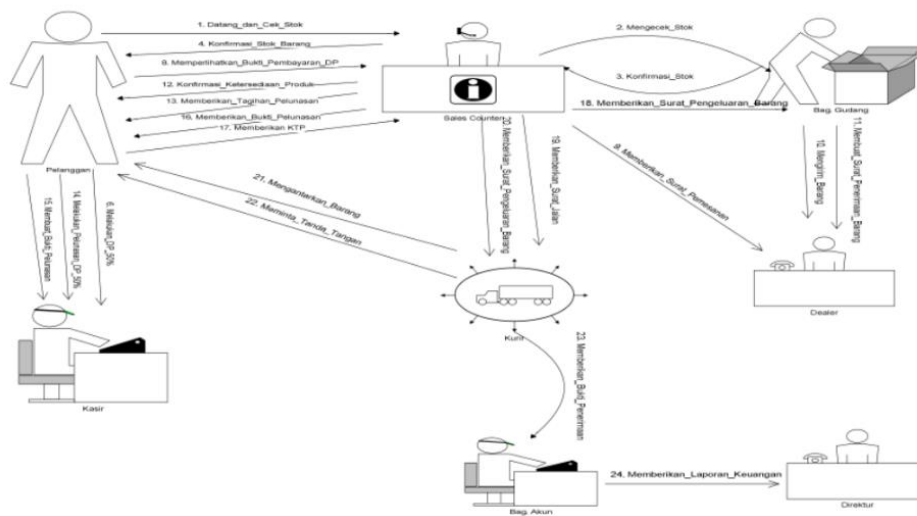


Figure 1. Organizational Structure of PT. Armada Auto Tara Source: PT. Armada Auto Tara



Source: PT. Armada Auto Tara

Figure 2. An Example of How To Work at PT. Armada Auto Tara

The picture above explains how PT Armada Auto Tara works, that from marketing the product to the product to the consumer, many related employees must be involved. According to several employees interviewed at the company, it is very difficult to complete their work on time if flexible working hours and working from home are inefficient. In addition, there are also employees who are in the field objecting because their productivity does not match the salary they get. Because during a pandemic like this, the salaries they receive are not fulfilled as usual.

Research on Flexible Working Hours, for example, some previous studies focused more on the banking industry, such as the research entitled "The Impact of Flexible Working hours, Remote Working, and Work Life Balance to Employee Satisfaction in Banking Industry during the Covid-19 Pandemic Period". This matter makes it an interesting discussion for the author to further analyze Flexible Working Hours in the automotive industry. The research on Work From Home as one of the following phenomena during the pandemic also focuses more on the relationship of Work From Home to company commitments in the non automotive sector, as in the research "The Influence of Work From Home on Employee Performance During the Covid-19 Pandemic, Case Study At Bank BTN" and "The Influence of Work From Home (WFH) Against Employee Performance at the Agricultural Service of Enrekang Regency". From these studies, the author sees an interesting gap that can be further reviewed regarding the relationship of Work From Home to Employee Performance in the automotive sector.

Research with the work stress variable has been widely studied in the pre-pandemic era. Previous studies such as the example in the study "The Effect of Work Stress and Work Environment on Employee Performance KPPN Merauke" and "The Effect of Work Stress on Employee Performance Mediated by Job Satisfaction of Employees of PT. Destination Asia Bali". Author view there is an interesting discussion that can be developed with Work Stress variables during the pandemic era. Research with a focus on salary has been widely studied in the pre-pandemic era. Previous research such as the example in the study "The Influence of Salary, Intensiveness and Work Motivation on Employee Performance at PT. X" and "The Influence of Salary Amount on the Performance of Permanent Employees at Bank Syariah Mandiri Jambi City". The author sees an interesting discussion that can be developed with a focus on salary during the pandemic era.

Research on employee performance is interesting to study in previous studies, such as "The Effect of Job Satisfaction on Employee Performance through Work Motivation on CV. UNION EVENT PLANNER" and "The Influence of Flexible Work Arrangements on Employee Performance in the COVID-19 Pandemic Era with the Mediation Role of Innovative Work Behavior (Case Study at the Ministry of Religion of Yogyakarta City)". discussing employee performance in a pandemic in Indonesia in the automotive sector is still little discussed. Based on the research gaps found, the authors need to conduct research to see the effect of Flexible Working Hours, Work From Home, Work Stress, and Salary on Employee Performance at PT. Armada Auto Tara during Covid-19 pandemic.

## **2. Literature Review**

### *2.1. Flexible Working*

Hours Flexibility of work which means not only variation in time and place of work but also job sharing, work leave such as maternity leave, part time work and length of work. In another study on flexible work arrangements (FWA), (D. & J, 2011) researchers discuss FWA-flexibility-time there (flexibility broad categories of scheduling), telehomeworking (flexibility in location), and part-time (flexibility in working hours). While each setting can be used individually, they are often combined to complement one another. Note that flexibility Jobs provide easy planning, not a reduction in working hours. Therefore, workplace flexibility can be summarized as the ability of employees to control the length and location hours of (outside their working the office), this ability in planning. According to research from (Abid & Barech, 2017) entitled "The Impact of Flexible Working Hours on the Employees Performance", the study found the results that flexible working hours had a positive and significant impact on employee performance. In addition, (Mattis, 1990) also supports this hypothesis. He stated that supporters of hourly flexible work argue that flexible working hours can increase job satisfaction. There is also evidence of the benefits of flexible working hours for any organization, including increased productivity (Eaton, 2003; Konrad & Mangal, 2000). This is also corroborated by the results of (Nuraini, 2017) in a study entitled "The effect of work flexibility and work specialization on employee performance with job satisfaction as a mediating variable at PT. The Unity Power of Salatiga".

## 2.2. *Work From Home*

Corona virus has changed everything, from the way people learn in their respective institutions to the way or where employees complete their office tasks. During this pandemic, the government decided to change the way companies manage their human resources Ambon State Polytechnic. by issuing rules where employees are not allowed to leave the house during the pandemic. According to (Gibbs et al., 2021) Work From Home includes doing work potential for travel at time, home reducing each has task the providing that more flexible working hours, increasing job satisfaction, work and balance life. According to research from Suranto conducted in 2020 entitled "The Influence of Work From Home on Performance at KPPN Nabire, KPPN Jayapura and Kanwil DJPB Papua" that work from resulted home or in work the the Province from conclusion home of at KPPN Nabire, KPPN Jayapura, and the Provincial DGT Regional Office Papua has a significant positive effect on employee performance. Moreover, there is a study conducted by (R, 2020) entitled "The Effect of Work from Home on the Performance of State Civil Apparatus at the Immigration Office Class I Special TPI Medan" where work from home has a positive influence on employee performance. Finally, in a study entitled, "The Influence of Work From Home on the Productivity of Lecturers of the Ambon State Polytechnic" which was studied by Simarmata in 2020 with the conclusion that the implementation of work from home had a significant positive effect on the work productivity of lecturers at the Politeknik Negeri Ambon.

## 2.3. *Work Stress*

According to Robbins from the year 2016, employee work stress can be defined as a change in conditions that deviate from their normal functioning arising from the interaction between humans and work. Moreover, stress can be caused by an imbalance between individual demands and resources. Work stress is a negative thing that is contained in the human mind because they can experience excessive pressure that is imposed. Zaenal et al., (2014) examine work stress as something that includes pressure, burden, conflict, fatigue, tension, feelings of rumbling, panic, moodiness, and loss of working power. According to (A. A. P. Mangkunegara., 2014), work stress can be regarded as a sense of pressure experienced by workers in dealing with company tasks.

## 2.4. *Salary*

Salary is one of the factors that can have a positive effect on improving employee performance. The money received by the employee as a consequence of his status as an employee who contributes to achieving company goals also includes remuneration called Salary (Rivai, 2014). According to (Mulyadi, 2015), salary is a payment for the delivery of services carried out by employees who have managerial positions, generally salaries are paid on a regular basis per month. While (Handoko, 1993), "Salary is the provision of financial payments to employees as remuneration for the work carried out and as a motivation for carrying out activities in the future". There is a possibility that the amount of allowances or facilities provided to employees will experience a decrease. This is due to the declining work performance of employees.

## 2.5. *Employee Performance*

According to (A. P. Mangkunegara, 2013) "Performance comes from the word job performance or actual performance (actual achievement achieved by someone). The definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Of course, employees must maximize their performance to achieve organizational goals. Employee performance is the main issue that needs to be considered by the organization, because it can affect the achievement of company goals and progress global competition. In the forever-changing success performance failure achieved by an organization is influenced by the performance of individuals or groups of employees. Better employee performance leads to better organizational performance. According to Robbins, (2006) employee performance has five indicators, namely:

### a) *Quality.*

Measurement for work quality based on employee perception on the quality of the work produced and the perfect assignment of the abilities and skills of employees.

### b) *Quantity.*

Quantity is the sum generated and expressed in terms such as the sum of units, the sum of the completed activity cycles.

c) Punctuality.

Punctuality is the level of activity that can be completed at the beginning of the specified time, and can be seen from the point of coordination with the output results and can maximize the time available for other activities.

d) Effectiveness.

Effectiveness is the level of use of organizational resources (manpower, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources.

e) Independence.

This is the level of an employee who will be able to carry out his work duties.

## 2.6. Research Hypothesis

H1: There is an effect of Working Hours Flexibility on Employee Performance

H2: There is an effect of Work From Home on Employee Performance

H3: There is an effect of work stress on employee performance

H4: There is an effect of Salary on employee performance

## 3. Research Method and Materials

This study uses a quantitative approach. Therefore, this study used a questionnaire. The questionnaire design consists of 5 variables, namely Flexible Working Hours, Work From Home, work stress, Salary, and Employee Performance. This study measures Flexible working hours into 4 items, Work From Home into 4 items, Work Stress into 4 items, Salary into 4 items, and Employee Performance into 4 items. A Likert scale was used for this study, from 1 as strongly disagree to 5 as strongly agree. Statistical data is brought in to distribute respondent profiles such as age, gender, last education, and monthly income. Respondent criteria for this research are employees who are working at PT. Armada Auto Tara. In determining the number of samples to be used in this study, the researcher used the Slovin formula and calculated as follows:

$$n = \frac{N}{1 + N e^2} = \frac{150}{1 + (150 \times (0.05)^2)} = 109,09 \approx 110$$

Description:

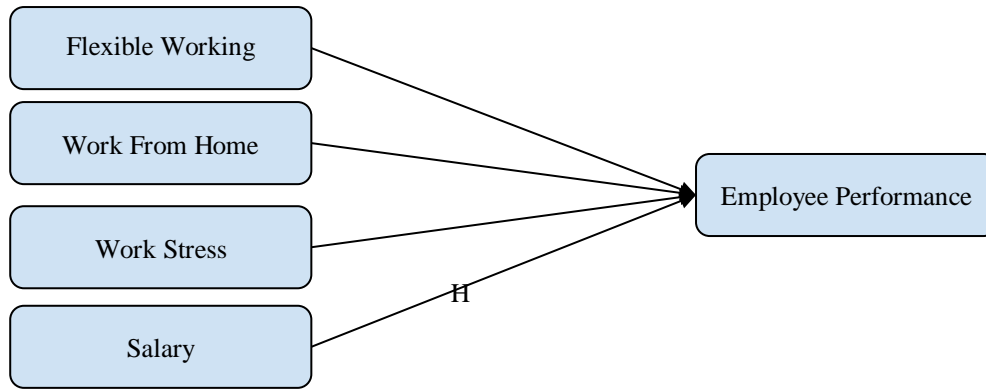
$n$  is the sample size that will be used as the minimum respondent for this study.  $N$  is the size of the population or the total number of subjects to be studied.  $e$ : Allowance for inaccuracy or degree of tolerance, is the maximum error rate allowed for sampling is 5%.

Calculation of determining sample size using the above formula produces a sample of 110 respondents. The study uses quota sampling, in which interviewers are given a quota of subjects of a certain type to try to recruit. In this case, this study uses employees who work at PT. Armada Auto Tara as the respondent. The data obtained will be previously tested by conducting validity tests and tests reliability, and then the data will be processed in the SPSS program. The research model show in Figure 3.

## 4. Results and Discussion

### 4.1. Analysis of Variable Description

Descriptive analysis was used as an analysis of the variables of Flexible Working Hours, Work From Home, Work Stress, Salary, and Employee Performance based on each indicator of respondents to the research. questionnaire responses. The distribution of respondents' responses resulting from each of these described variables in the table 1.



**Figure 3.** Research Model

**Table 1.** Frequency Distribution Respondents' Responses to Variable Flexible Working Hours

Flexible Working Hours											
Item	Frequency of Respondents' Answers										Total
	SD	%	D	%	N	%	A	%	SA	%	
FWH1	17	15.5	12	10.9	38	34.5	24	21.8	19	17.3	110
FWH2	17	15.5	16	14.5	43	39.1	16	14.5	18	16.4	110
FWH3	23	20.9	27	24.5	37	33.6	17	15.5	6	5.5	110
FWH4	15	13.6	19	17.3	48	43.6	18	16.4	10	9.1	110

Source: Result Output SPSS 25

Based on table 1, the Flexible Working Hours variable as measured by 4 indicators, it can be seen that in general respondents perceive that flexible working hours caused by COVID-19 can change some work patterns. For better or for worse. The table explains the answers of respondents who tend to feel neutral with statements about flexible working hours implemented in the company PT. Armada Auto Tara.

**Table 2.** Frequency Distribution Respondents' Responses to Work From Home Variables

Work From Home											
Item	Frequency of Respondents' Answers										Total
	SD	%	D	%	N	%	A	%	SA	%	
WFH1	48	43.6	27	24.5	15	13.6	11	10	9	8.2	110
WFH2	61	46.4	30	27.3	15	13.6	5	4.5	9	8.2	110
WFH3	50	45.5	25	22.7	14	12.7	12	10.9	9	8.2	110
WFH4	55	50	24	21.8	14	12.7	11	10	6	5.5	110

Source: Result Output SPSS 25

Based on table 2 above, the Work From Home variable measured by 4 indicators, it can be seen that in general respondents perceive that work from home caused by COVID-19 can worsen the work situation at PT. Armada Auto

Tara. The table explains if the answers of the respondents who tend to feel strongly disagree with the statement regarding the implementation of Work From Home in the company.

**Table 3.** Frequency Distribution of Respondents' Responses to Work Stress Variables

Work Stress											
Item	Frequency of Respondents' Answers										Total
	SD	%	D	%	N	%	A	%	SA	%	
WS1	11	10	7	6.4	59	53.6	23	20.9	10	9.1	110
WS2	15	13.6	6	5.5	54	49.1	22	20	13	11.8	110
WS3	16	14.5	17	15.5	58	52.7	17	15.5	2	1.8	110
WS4	10	9.1	19	17.3	61	55.5	15	13.6	5	4.5	110

Based on table 3, the Work Stress variable recorded with 4 indicators, it can be seen that in general respondents perceive that work stress during the Covid-19 pandemic does not affect work patterns for employees of PT. Armada Auto Tara. responses The table explains respondents that tend to feel neutral with statements about work stress during the Covid-19 pandemic at PT. Armada Auto Tara.

**Table 4.** Frequency Distribution Respondents' Responses to Salary Variable

Salary											
Item	Frequency of Respondents' Answers										Total
	SD	%	D	%	N	%	A	%	SA	%	
W1	7	6.4	8	7.3	35	31.8	29	26.4	31	28.2	110
W2	2	1.8	9	8.2	30	27.3	26	23.6	42	3.9	110
W3	5	4.5	8	7.3	34	30.9	29	26.4	34	30.9	110
W4	3	2.7	6	5.5	35	31.8	35	31.8	31	28.2	110

Source: Result Output SPSS 25

Based on table 4, the Salary variable is measured by 4 indicators, it can be seen that in general respondents perceive that salaries during the COVID-19 pandemic are well received. The table above reveals that the respondent's answers tend to be consistent with the salary statement he received.

**Table 5.** Frequency Distribution Respondents' Responses to Work Performance Variables

Employee Performance											
Item	Frequency of Respondents' Answers										Total
	SD	%	D	%	N	%	A	%	SA	%	
EP1	4	3.6	3	2.7	59	53.6	30	27.3	14	12.7	110
EP2	3	2.7	5	4.5	58	52.7	22	20	22	20	110
EP3	1	0.9	4	3.6	61	55.5	23	20.9	21	19.1	110

EP4	2	1.8	5	4.5	63	5.7	23	20.9	17	15.5	110
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Source: Result Output SPSS 25

Based on table 5, the Employee Performance variable measured by 4 indicators, it can be seen that in general respondents perceive that they provide a neutral performance during the COVID-19 pandemic. The table explains the answers of respondents who tend to feel neutral with statements about their performance appraisal while working at PT. Armada Auto Tara during the COVID-19 pandemic.

**Table 6.** Test Results (Pre-Test)

Variable	Item	Factor Loading (>0.7)	AVE (>0.5)	Composite Reliability (>0.7)	Cronbach Alpha (>0.7)
Flexible Working Hours	FWH1	0.608	0.734	0.916	0.803
	FWH2	0.552			
	FWH3	0.612			
	FWH4	0.788			
Work From Home	WFH1	0.803	0.665	0.887	0.784
	WFH2	0.812			
	WFH3	0.772			
	WFH4	0.871			
Work Stress	WS1	0.686	0.822	0.771	0.798
	WS2	0.744			
	SW3	0.696			
	SW4	0.611			
Salary	W1	0.762	0.578	0.845	0.803
	W2	0.717			
	W3	0.845			
	W4	0.808			
Employee Performance	EP1	0.769	0.462	0.719	0.788
	EP2	0.815			
	EP3	0.867			
	EP4	0.689			

Source: Result Output SPSS 25

Based on the results of the validity and reliability tests carried out, there were 13 items of valid statement questionnaires with factor loading  $> 0.70$  from a total of 20 statements. Valid questionnaire items are 1 item for the Flexible Working Hours variable, 4 items for the Work From Home variable, 1 item for the Work Stress variable, 4 items for the Salary variable, and 3 items for the Employee Performance variable. Meanwhile, there are 7 invalid statements, namely FWH1 (During the pandemic, I am not required to work for a certain duration), FWH2 (During the pandemic, my daily work duration is uncertain), FWH3 (During the pandemic, I can make a work schedule freely), WS1 (In carrying out my work, I am pressured by many regulations), WS3 (Targets set by the company endanger my mental health), WS4 (The company sets targets that are too high so that it burdens me), EP4 (I do not ignore the volume of work). The 7 statements have a loading factor value of  $< 0.70$  so they are declared invalid. The AVE value for 4 variables has a value of  $> 0.05$ , then it can be declared valid. Meanwhile, there is 1 invalid variable, namely Employee Performance. Employee Performance has an AVE. value  $< 0.05$  so it is declared invalid. In addition, the value of composite reliability and Cronbach's Alpha shows that all research variables meet the reliability test because they have results  $> 0.70$ .

**Table 7.** Multiple Regression Analysis Test Results

Variable	Coefficient		T	Sig.
	B	Std. Error		
Constant	7.088	1.626	4.359	0.000
Flexible Working Hours	0.070	0.085	0.831	0.408
Work From Home	0.310	0.060	5.142	0.000
Work Stress	0.041	0.085	0.480	0.632
Wage	0.195	0.072	2.725	0.008

Source: Result Output SPSS 25

The t-model statistical test was conducted to determine the effect of the independent variables (Flexible Working Hours, Work From Home, Work Stress, and Salary) on the dependent variable partially.

- a. The results of the t-test of Flexible Working Hours obtained t count of 0.831 with a significant value of 0.408. The significant value is greater than 0.05 so it can be concluded that the hypothesis between Working Hours Flexibility on Employee Performance is not supported.
- b. The results of the Work From Home t test obtained t count of 5.142 with a significant value of 0.000. The significant value is smaller than 0.05 so it can be concluded that the hypothesis between Work From Home on Employee Performance has been supported.
- c. The results of the test of work stress obtained t count of 0.480 with a significant value of 0.632. The significant value is greater than 0.05 so it can be concluded that the hypothesis between Work Stress and Employee Performance is not supported.
- d. The results Salary obtained t count test t of 2.725 with a significant value of 0.008. The significant value is smaller than 0.05 so it can be concluded that the hypothesis between salary and employee performance has been supported.

## 5. Conclusion

Based on the results of the research above regarding the effect of Flexible Working Hours, Work From Home, Work Stress, and Salary on Employee Performance at PT Armada Auto Tara company. Conclusions that can be drawn are as follows:

- a) Flexible Working Hours does not have a direct impact on Employee Performance. This explains why flexible working hours are not an important factor for employees of PT Armada Auto Tara in improving their performance. This explains that if the implementation of flexible working hours is provided by the company to employees, it does not have a good or bad effect on the company.
- b) Work From Home has a significant positive effect on employee performance directly. This explains that working from home is not a major factor for employees of PT Armada Auto Tara in improving their performance. This

explains that if the implementation of work from home on employees, it does not have a good or bad effect on the company.

- c) Work Stress does not have a direct impact on employee performance. This explains that work stress is not a significant factor for employees of PT Armada Auto Tara in improving performance. This explains that if given more work weight that affects employee work stress, neither good nor bad influence on the company.
- d) Salary has a significant positive effect on employee performance. This explains that salary is a significant factor for employees of PT Armada Auto Tara in improving their performance. This explains if the salaries of employees at the company PT Armada Auto Tara that affect employee work stress, neither good nor bad influence on the company. improved, the employee's performance will also increase drastically.

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