Analysis Of Employee Flexitime At The Manta Plus Agency Company

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Abstract

This research aims to analyze the implementation of flexitime policy in Manta Plus agency company. Flexitime, or flexible working hours, has become an increasingly implemented solution in modern companies to help employees achieve work-life balance. Agency companies like Manta Plus, which work in a dynamic environment with tight deadlines, greatly benefit from this flexibility in working time. This research uses a qualitative method with a case study approach. Data collection was done throughinterviews, observation, and documentation. The purposive sampling technique was usedto select informants, namely employees who directly experienced the flexitime policy in the company. The data obtained were analyzed using triangulation techniques to ensurevalidity and reliability. This research explores how flexitime affects employees' time management, work-life balance, and management of projects that require work scheduleadjustments. The flexitime policy allows employees to decide when and where they work,allowing them to work when they are most productive according to their individual needs. This research also examines how this flexibility in working hours impacts teamwork dynamics and the adjustment between varying working times.

Keyword: *Flexitime; Employee; Company.*

1. Introduction

In the era of globalization and the rapid development of information technology, the world of work has also experienced significant changes, especially regarding the flexibility of working hours. One of the policies that many companies have begun to implement is Flexitime or flexible working hours where there are no longer space and time restrictions for communication and work activities so that someone can work almost anytime and anywhere. The introduction of flexitime is seen as a solution to maintaining work-life balance, which is an important issue among modern employees and is considered to affect employee performance, both in terms of productivity, psychological well-being, and work motivation.

Agency companies, which often operate in dynamic environments and require quick responses to client needs, benefit greatly from the implementation of Flexitime policies. In this context, agencies are not only limited to creative services such as marketing and advertising, but also include other areas such as software development, event management, and consulting. Agencies often have teams of individuals with different skill sets, such as designers, writers, and developers, who must work together to achieve optimal results. With Flexitime policies in place, team members have the freedom to decide when and where they work, thus utilizing the times and places that are most productive for them.

In addition, agencies tend to have projects with tight deadlines and constantly changing needs. In this context, implementing Flexitime allows employees to adapt their work schedules to the needs of projects and clients, which often require more intensive attention and work at certain times. For example, when approaching project deadlines, employees can organize additional working hours without being tied to conventional working hours. This can encourage creativity, as employees can work when they feel most inspired.

According to Erden Bayazit & Bayazit (2019)revealed that flexible work arrangements can reduce work-family conflict and create a more supportive company culture. In addition, Flexitime also allows employees to adjust their working hours to their own productive time. Flexitime also has a great effect on both the employee and the company, where employees will be better prepared to join an organization and feel satisfied with the work they have done.

However, despite the many potential benefits offered by Flexitime policies, challenges in its implementation are also worth noting. A study from the Global Journal of Flexible Systems Management highlights that while Flexitime can reduce work-life conflict, it can also create new problems. One concern is decreased performance due to a lack of direct supervision. Some employees may struggle to manage their time effectively.

This research focuses on the implementation of flexitime policies at Manta Plus Agency Company, which uses a hybrid approach-a combination of working in the office and from other locations. This approach is in line with the findings of Mustakim et al.(2021), which showed that work flexibility increases employee satisfaction without reducing productivity. This study aims to explore the impact of flexitime policies on productivity, psychological well-being, and teamwork dynamics, while identifying challenges that arise in their implementation. The research is expected to provide in-depth insights into the influence of flexitime on employee time management as well as its potential benefits for the company as a whole.

2. Literature Review

2.1 Flexitime

Flexitime is a management system that gives organizations the freedom to manage employee working hours according to operational and personal needs. This system aims to create a balance between company demands and employee convenience, with flexibility in duration, schedule, and work location (Juliantari & Ari, 2022). Work flexibility allows employees to determine when and where they work, both in formal and informal contexts, to support productivity without sacrificing personal routines (Wicaksono, 2019).

According to Mungkasa (2020), there are three types of flexitime that are often implemented in the work environment. Fixed Working Hours provides flexibility for employees to choose daily work sessions, as long as they fulfill the minimum 40-hour work week as per company rules. Flexible Working Hours offers complete freedom for employees to set weekly working hours without having to work the same number of hours every day, allowing for customization to personal needs. Meanwhile, Variable Working Hours requires employees to be present during certain set hours but gives employees the freedom to organize their working time outside of these hours.

According to Livia (2019), work flexibility gives employees greater control over work schedules, including break arrangements, weekly task assignments, and overtime hours. It allows customization of schedules according to personal needs without compromising productivity. The ultimate goal is to create an adaptive and responsive work environment to improve employee well-being and work effectiveness.

According to Livia (2019), flexitime is a work system that allows for regular adjustments to work time and place:

A. Flexibility in scheduling working hours, including the use of alternative schedules, compressed work weeks, shift arrangements, and rest periods.
B. Flexibility in the number of hours worked, such as working part-time or job-sharing.
C. Workplace flexibility, the freedom to work from home or other locations, as long as work targets are met.

3. Material and Method

3.1 Design Study

This research uses a qualitative method, which aims to explore social and human problems by collecting data directly from the field and in this approach, researchers collect and analyze data obtained directly from the field, then present their findings based on the views generated from the data then the results of the research are described in detail in a detailed report (Salmaa, 2023).

According to Assyakurrohim et al. (2022) the type of research used is a case study, which involves collecting in-depth data from multiple sources to understand complex phenomena . The techniques used include observation, interviews, and systematic data analysis, focusing on contemporary events and modern phenomena (Nur'aini, 2020).

3.2 Data Analysis

There are three general groups in data analysis methods, namely text and language analysis methods, methods of analyzing cultural themes, and methods of analyzing individual

performance and experience, along with behavior in situations (Helaludin & Wijaya, 2019).

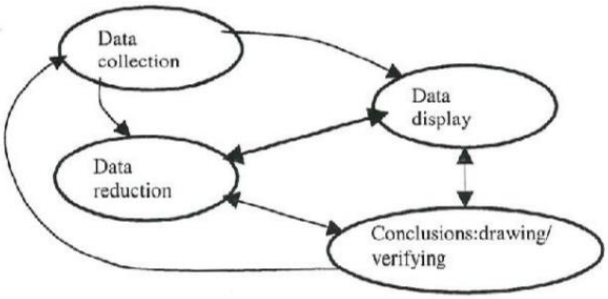


Figure 1. Research Model

In qualitative research, data analysis is carried out from planning to writing research reports. The analysis process begins with determining the focus of the research and continues during the researcher conducting field research, until the report writing stage is completed. According to Sugiyono (2015) the stage of data analysis is the data gathering stage, the data reduction, the data display and the latter the conclusion or verification stage. As for the phase of the data analysis activity in this study it will be explained the following:

a. Data Collection

   Researchers conduct data analysis along with data collection. Information is obtained through observation, interviews with sources, and documentation that is useful for research. The results of interviews and observations were used to find further data.

b. Data Reduction

   The data obtained by researchers while in the field is quite a lot, then it needs to be recorded carefully and in detail. Reducing data is the process of compiling information concisely, highlighting essential things, and finding significant themes and patterns. That way, the data that has been reduced will provide a clearer picture and make it easier for researchers to conduct further data collection, and search for it if needed.

c. Data Presentation

   After the data has been reduced, the next step is to display the data. In qualitative research, data can be presented in various forms such as brief descriptions, charts, relationships between categories, flowcharts, and the like. In qualitative research, the method often used by researchers such as Miles and Huberman is the presentation of data through narrative text. It is recommended to display data in the form of narrative text, graphs, matrices, networks, and charts.

d. Verification or Conclusion

   The final stage in qualitative data analysis is drawing conclusions and verification. Initial conclusions are provisional and may change without evidence that supports further data collection. However, if the initial conclusions are supported by valid and consistent evidence when researchers collect data in the field, then the

conclusions become credible. Conclusions in qualitative research are new results and have never been found before. Findings can be in the form of a description or description of an object that was previously dim or dark. After research, the object becomes clear. Findings can also be causal or interactive relationships, hypotheses, or theories.

4. Result

This research reveals that the implementation of flexitime at Manta Plus Agency Company has a significant impact on employees' work-life balance. Based on interviews with participants, it was found that the flexibility of working hours allows employees to determine their own working time, either in the office or from other locations. The hybrid work system implemented, which is three days working in the office and two days working from anywhere, provides the flexibility to set working hours according to individual needs.

Participants felt that flexitime provided key benefits such as reduced stress due to traffic congestion, more time for personal activities, and improved quality of life. Employees feel more comfortable because they can choose the most productive time to work. However, the research also pointed out the main challenge in implementing flexitime, which is the difficulty in setting clear boundaries between work time and personal time, especially when workloads are high. Some employees report that this flexibility sometimes leads to working late into the night, which can have an impact on mental and physical health.

To overcome these challenges, strategies implemented by many employees include creating a prioritized to-do list, setting firm work time limits, and limiting access to work devices outside of designated hours. In addition, structured communication with the team also plays an important role in maintaining coordination and collaboration despite different work schedules. Some participants suggested regular meetings or shared standby schedules to minimize potential miscommunication.

In terms of productivity, flexitime has a positive impact as employees can adjust their working hours to their individual rhythms. This allows them to work in a comfortable and conducive location, resulting in increased focus and efficiency. Although flexitime does not necessarily facilitate work completion directly, employees feel more relaxed and can maintain a balance between the demands of their work and personal lives.

Overall, the results show that flexitime has a positive impact on employee well-being and productivity when supported by good time management and self-discipline. Companies also benefit from the implementation of flexitime in the form of increased employee motivation and loyalty, which ultimately supports overall organizational goals.

5. Discussion

The implementation of flexitime at Manta Plus Agency Company has a significant impact on employees and organizations. In line with the opinion of Juliantari and Ari (2022), this system provides flexibility for employees to organize work schedules according to individual needs, without sacrificing productivity. This flexibility includes adjusting the time, place, and duration of work (Wicaksono, 2019), which helps employees balance work responsibilities and personal life.

While flexitime provides clear benefits, challenges in its implementation also arise. According to Livia (2019) noted that flexibility in work arrangements requires good time management to maintain productivity. In this study, some employees reported difficulties in separating work and personal time, especially when workloads are high. This emphasizes the need for supportive internal policies, such as working time limits and guidelines on the use of technology.

As Wahyuni and Cahyono (2022) stated, work flexibility requires high discipline and careful time planning. Some employees reported difficulty in separating work time from personal time, especially when the workload increases. This supports the findings of Ritawaty et al. (2024), who noted that the main challenges in implementing work flexibility are the lack of direct supervision and the need to establish clear boundaries between professional and personal roles.

In terms of teamwork dynamics, this study supports the views of Ikhsan and Supriyanto (2022), who state that work flexibility can affect team coordination. With varying work schedules, communication becomes an important aspect to maintain efficiency and collaboration. Solutions such as the use of collaboration technology and regular meeting schedules have been implemented at Manta Plus Agency Company to minimize these challenges.

In addition, this study also shows that flexitime contributes to the improvement of employees' mental well-being, in line with the findings of Hada et al. (2020), who found that flexible working hours help employees achieve a better work-life balance. With the ability to choose suitable working times, employees feel more motivated, relaxed and focused, which ultimately increases their productivity.

Overall, the implementation of flexitime provides significant benefits to both employees and companies. As stated by Mustakim et al. (2021), work flexibility can increase employee job satisfaction and allow them to work more freely. However, to ensure its success, companies need to develop supportive policies, provide guidance on the use of flextime, and ensure effective communication among team members.

6. Conclusion, Implication, and Recommendation

Based on the results of the research and discussion that has been carried out regarding the title “Analysis of Employee Flexitime at the Manta Plus Agency Company”, it can be concluded that:

a. The flexitime policy at Manta Plus provides flexibility to employees in determining their work schedule and location. This helps employees balance work and personal life, although challenges in distinguishing work time and personal time still arise. With solutions such as setting time limits and improving communication, this system can be implemented more effectively.
b. Flexitime has a positive impact on employees' physical and mental well-being, such as reducing commuting stress and improving quality of life. However, coordination between teams becomes a challenge when work schedules vary. Structured communication and utilization of technology help overcome these obstacles, so teamwork remains productive.

c. This policy increases employee productivity by giving them the freedom to work when and where it is most convenient. Employees feel more satisfied because they have control over their work schedule, while the company benefits from increased employee motivation, efficiency, and loyalty. This makes flexitime a relevant modern work solution to support organizational development and individual well-being.

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