

# ANALYSIS OF EMPLOYEE WORKING TIME MANAGEMENT AT PT NOUV

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## ABSTRACT

This research aims to analyze the management of employee working time at PT Nuv using a qualitative descriptive method. Effective working time management is very important in increasing employee productivity and performance in the company. Primary data is obtained through observation, interviews, and documentation, while secondary data is collected from various relevant literature sources. The focus of this research is to evaluate how reward systems (such as bonuses and recognition) and punishments (reprimands and sanctions) affect employee behavior regarding time management. In addition, the study also examined how employees prioritize their daily tasks and the challenges faced in maintaining a balance between work and rest. The results show that although most employees at PT Nuv have implemented effective time management, there are still some who experience difficulties in optimizing their time management, especially in terms of prioritizing tasks and avoiding procrastination. Based on these findings, recommendations are given to improve time management training and strengthen the reward and punishment system to motivate employees to be more disciplined in managing their time. Better implementation of time management strategies is expected to improve company productivity and employee welfare.

**Keyword:** *time management; productivity; employees*

## 1. INTRODUCTION

Time management is an important factor in every company. With good time management, employees can complete their work on time, feel more motivated, and reduce stress levels. In the midst of increasingly fierce global competition, companies

need to maximize the use of all available resources, including employee working time. The development of information technology also allows the implementation of more flexible and efficient work systems, such as working remotely or setting flexible working hours, which ultimately supports employee welfare (Macan & Hoffmacan et al., 2016).

However, new challenges arise, such as difficulties in organizing work and maintaining a work-life balance. Research shows that employees who are skilled at time management tend to be more efficient and have higher motivation (Claessens et al., 2007). In Indonesian, a work culture that emphasizes physical presence in the office often prevents employees from managing their time effectively. Therefore, analyzing the factors that influence work time management in Indonesian workplaces is highly relevant.

PT Nouv as a tax consulting agency established in 2015, plays an important role in helping companies comply with tax regulations. With a focus on technological innovation, PT Nouv seeks to simplify the taxation process for clients. Observations at PT Nouv show that effective time management can improve employee performance. However, many employees complain of an unbalanced task load and lack of guidance in time management.

Pre-research result show that 60% of employees feel that work time management is not optimal, and 60% also feel that rest time is not regular. This study aims to analyze the management of employee working time at PT Nouv, with the hope of providing effective solutions.

## **2. LITERATURE REVIEW**

### **2.1 Definition of Employee Working Time Management at PT Nouv**

Employee productivity is key to a company's success, and good time management contributes significantly to that productivity. Employees who are able to manage their time well tend to be more effective in completing tasks, whereas inability to manage time can lead to procrastination and decreased productivity (Sulaiman et al., 2019).

### **2.2 Definition of Employee Working Time Management**

Employee work time management is the process of planning, organizing, and evaluating the use of time to improve work efficiency and effectiveness. Good time

management helps employees complete tasks on time and contributes to organizational success (Atkinson, Faroh, Yulianti, & Pamungkas et al., 2019; Ziekye, Peter et al., 2020). In an organizational context, time management is also related to optimizing resources to achieve the best output (Kusnendi et al., 2019).

### **2.3 Types of Employee Working Time Management**

**Discipline and Punctuality:** Discipline reflects the mental attitude and behavior of individuals in complying with existing rules (Krisdianti & Santi et al., 2024).

**Responsibility:** Work responsibility includes performing tasks efficiently and effectively, as well as awareness of the consequences of actions (Krisdianti & Santi et al., 2024).

**Hard Work:** Hard work involves dedication and sincerity in completing work, with the leader serving as an example (Krisdianti & Santi et al., 2024).

**Honesty:** Honesty creates trust in the work environment, which contributes to productivity and collaboration (Krisdianti & Santi et al., 2024).

### **2.4 Factors Affecting Employee Working Time Management**

Factors that affect employee performance include ability, motivation, and organizational support. Ability includes knowledge and skills, while motivation is related to mental attitude in achieving goals (Anwar Prabu Mangkunegara et al., 2009). In addition, organizational factors such as work quality, quantity, timeliness, effectiveness, independence, and work commitment also affect performance (Robbins et al., 2002; Akbar, 2018).

### **2.5 Strategies to Improve Employee Work Time Management**

Work time management strategies involve understanding employee character and developing appropriate human resource programs. Effective performance appraisals can motivate employees and increase productivity. PT Nouv applies various performance appraisal methods that consider quantitative and qualitative aspects, and pays attention to employee development (Mukhlis et al., 2023).

### **2.6 Objectives and Benefits of Employee Working Time Management**

The objectives of working time management include increased efficiency, target achievement, stress reduction, and improved work quality (Sugesti & Gunawan et

al., 2024; Putu & Laksmiari et al., 2019; Hakim et al., 2020). Benefits include increased productivity, skill development, increased job satisfaction, and flexibility in work (Sugesti & Gunawan et al., 2024).

Overall good work time management greatly affects employee productivity, Employees who are able to manage time well can increase efficiency and effectiveness in completing tasks which in turn supports the success of the company.

### **3. MATERIAL AND METHOD**

#### **3.1 Location and Time of Research**

##### **a. Research Time**

This research was conducted for three months, from September to November 2024. Research activities include title submission, observation, distribution of pre-research questionnaires, data collection, proposal preparation, data analysis, and preparation of research results.

##### **b. Location of Research**

The research was conducted at PT Nouv, a tax consulting agency located in South Jakarta, PT Nouv consist of professionals in the fields of law, taxation, and management, who are committed to supporting clients in business development and solving legal problems.

#### **3.2 Research Design**

The research method used is qualitative , which aims to interpret phenomena through various methods. This research uses case studies to get an in-depth description of working time management at PT Nouv (Fadli et al., 2021; Abdussamad et al., 2021).

#### **3.3 Data Source and Research Sample**

The main data source is interview transcripts from informants selected based on their experience and knowledge of working time management. A purposive sampling technique was used to select four key informants relevant to the research topic (Wekke et al., 2019; Abdussamad et al., 2021).

#### **3.4 Data Collection Technique**

##### **a. Primary Data**

Observation: Direct observation to understand the phenomena that occur in the field (Hayoko et al., 2020).

Interview: Question and answer interactions to obtain in-depth information from participants (Hayoko et al., 2020).

Documentation: Additional data collection from relevant writings, images, and recordings (Alhamid & Anufia et al., 2019).

#### **b. Secondary Data**

Literature study was conducted to collect information from literature, books, and previous research related to the research topic (Islam & Sumatera et al., 2021).

### **3.5 Data Validity Technique**

Data validity was tested through triangulation, which is checking data from various sources and methods. Source triangulation is done by comparing data from several employees, while data collection triangulation involves observation, interviews and documentation (Hayoko et al., 2020).



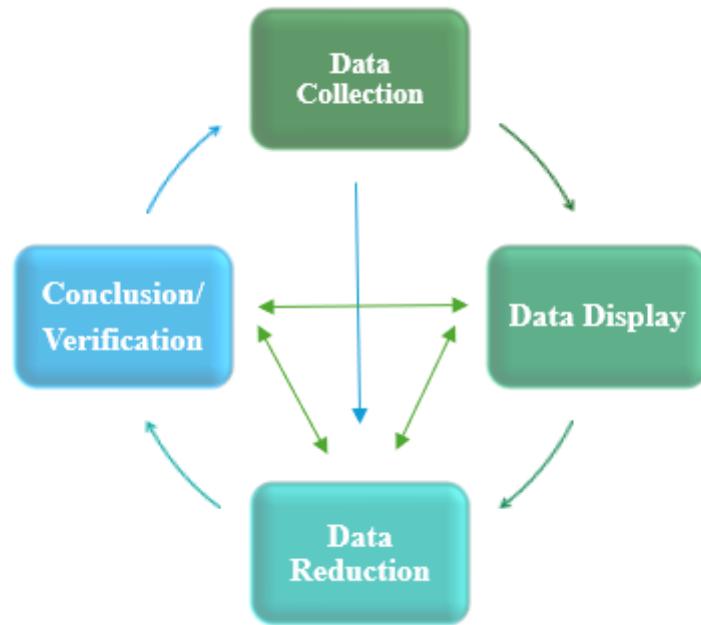
**Figure 3.1: Sketch of triangulation of data collection techniques**

### **3.6 Data Analysis Technique**

Data analysis followed the Miles and Huberman interactive model, which consists of four stages:

- a. Pengumpulan Data: Mengumpulkan data dari wawancara dan observasi (Taufan et al., 2018).
- b. Data Reduction: Summarizing and selecting important data to facilitate analysis (Sidiq et al., 2019).
- c. Data: Presenting data in narrative form or charts to facilitate understanding (Sidiq et al., 2019).

- d. Conclusion Drawing and Verification: Developing provisional conclusions that can be verified with additional data (Sidiq et al., 2019).



**Figure 3.2: Data analysis technique**

With this method, the research is expected to provide an in-depth understanding of working time management at PT Nouv.

## **4. RESULTS AND DISCUSSION**

### **4.1 Data Description**

This study aims to understand the management of employee working time at PT Nouv through a qualitative approach. To achieve this goal, the researcher conducted interviews with four participants who are employees in the staff section. The data collected process is carried out by asking relevant questions related to working time management, so as to provide an accurate description of the practices and challenges faced by employees in managing their time. Thus, this research is expected to provide deep insight into how employees at PT Nouv manage their working time to increase productivity.

**Table 4.1: Participant Data**

| <b>No</b> | <b>Participant</b> | <b>Length of Service</b> | <b>Position</b> |
|-----------|--------------------|--------------------------|-----------------|
| 1         | Participant A      | 2 Years                  | Staff           |
| 2         | Participant B      | 2 Years                  | Staff           |
| 3         | Participant C      | 3 Years                  | Staff           |
| 4         | Participant D      | 1 Years                  | Staff           |

#### **4.2 Result Data**

Effective work time management is very important to increase employee productivity at PT Nouv. Through interviews with five participants, it was revealed that a consistently applied reward and punishment system can increase employee motivation in managing their working time. Fair rewards, such as bonuses and recognition for achievements, make employees feel valued and motivated to work better. On the other hand, constructive punishments help employees realize mistakes and encourage them to improve their behavior, thus creating a feeling of attachment between employees and the company (Redy et al., 2021; Echlos et al., 2015).

Participant A emphasized that reward for achievements, such as completing projects on time, increased commitment. Participant B felt motivated by rewards and discipline improved through sancsitions. Participants C and D also agreed that effective rewards and punishments can promote discipline and an understanding of the importance of good time management.

When it comes to allocating time, employees generally start the day by compiling a to-do list based on urgency and importance. The time blocking method is used to ensure each taks has sufficient time allocation. Participants A and B emphasized the importance of prioritizing and being flexible in the faced of change. Participants C and D also pointed out that focusing on one task at a time can improve work productivity and efficiency.

The balance between work time and rest time is also an important focus. Employees at PT Nouv tend to arrange breaks between their tasks to maintain concentration

and energy. Participants A suggested utilizing break time with relaxation activities, while Participants B emphasized the importance of setting a clear schedule between work and rest time. Participants C and D also reminded that physical activity and socializing during breaks can help reduce stress and boost morale.

Overall, the interview results show that good time management, an effective reward and punishment system, and a balance between work and rest contribute to increased productivity and employee well-being at PT Nouv.

### **4.3 Discussion**

An effective reward and punishment system can increase employee motivation in managing their work time. Rewards, as a form of appreciation, provide incentives for employees who successfully achieve goals, such as bonuses or promotions. On the other hand, punishment should be applied selectively to correct inappropriate behavior, such as providing additional lessons rather than severe sanctions. Both systems aim to encourage employees to be more responsible and qualified in carrying out their duties (Redy et al., 2021; Echlos et al., 2015; Moorhead & Griffin et al., 2013; Anwar et al., 2018; Febrianti et al., 2014).

To allocate time effectively, employees need to record and prioritize tasks based on urgency and complexity. Time blocking techniques can be used to focus on one task before moving on to another, increasing productivity and efficiency. In addition, daily evaluation of time usage is also important for necessary adjustments (Altika et al., 2023; Khan et al., 2020; Kumar & Kumar et al., 2021; Meyer & Evans et al., 2019; Mackenzie et al., 2021).

Maintaining a balance between work and rest time is essential to avoid burnout and maintain productivity. Employees are advised to create a structured daily schedule, apply techniques such as the pomodoro method, and create a supportive work environment. Light physical activity and good quality rest also contribute to the effectiveness of rest time (Sugesti & Gunawan, 2024; Putu & Laksmiari, 2019; Hakim, n.d.; Wahyuningsih, 2018).

By implementing the right reward and punishment system and effective time management strategies, employees can improve their productivity and well-being at work

## **5. CLOSING**

### **5.1 Conclusions**

Research shows that implementing an effective reward and punishment system can increase employees motivation in managing their work time. Fair and sustainable rewards, such as bonuses and recognition, serve as positive reinforcements that encourage employees to be more productive and committed to work. In addition, thoughtful and constructive punishments help employees realize their mistakes and correct undisciplined behavior, creating a sense of responsibility that is essential in effective work time management.

Employees allocate time to complete tasks with careful planning and the ability to set priorities. They usually start by compiling a list of tasks based on urgency and importance, so that urgent tasks can be completed first. Methods such as time blocking are recognized to help maintain focus and efficiency. Flexibility in dealing with change and setting aside time for breaks are also crucial to maintaining productivity, reducing stress, and avoiding procrastination.

Employees tend to manage the pauses between tasks by taking advantage of breaks to move around, have a snack, or relax the mind. These activities contribute to increased concentration and energy. Employees are advised to stay away from their desks and maintain communication with coworkers during breaks. By being disciplined in managing time, employees can complete work efficiently without feeling pressured, thus avoiding burnout and maintaining mental well-being.

Overall, this study emphasizes the importance of an effective reward and punishment system, careful planning in allocating time, and a balance between work and rest time to increase employee productivity and well-being at PT Nouv.

### **5.2 Implications**

The results of this study support the findings of previous studies which show that effective work time management contributes significantly to increasing employee productivity. Research by Hartono & Prasetyo (2021), Anggraeni et al. (2019), Siregar & Sari (2020), Wulandari & Yulianto (2020), Rahmawati & Munir (2021), and Permana & Utama (2022) confirm that good time management can minimize wasted time and maximize work output. This shows that employees who are able to manage their time well tend to be more productive, in line with the human

resource management framework that emphasizes the efficiency of working time to achieve company goals.

It can be seen that the management of employee working time at PT Nouv has shown an increase in efficiency and productivity. The implementation of a more structured work schedule and the utilization of supporting technology, such as time management applications (Time Blocking), help reduce wasted time and increase employee focus on completing tasks. In addition, PT Nouv's management has also begun to implement flexibility in working hours to improve the balance between employees' work and personal lives. This step contributes to increased job satisfaction and overall employee performance.

As such, this study not only contributes to the development of time management theory, but also offers practices that can be implemented to improve employee productivity and well-being in the work environment.

### **5.3 Recommendations**

To improve the results of research on employee working time management in the future, the researcher formulates several recommendations for future researchers. First, it is recommended that researchers use a quantitative approach to measure the effectiveness of working time management. This approach can provide more objective and measurable data, as well as allow comparison of results across different locations or contexts, thus complementing existing findings.

Second, future researchers are advised to add relevant documentation in their research. Additional data collection and analysis can enrich the research results and provide deeper insights into working time management practices. By following these recommendations, it is hoped that future research can make a more significant contribution to the understanding and development of employee working time management.

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