

Comparative Study On Work Hour Obedience Before And After The Implementation Of Flexitime Policy

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ABSTRACT

This research examined the impact of Flexitime policies on employee obedience to work hours, comparing behaviors before and after its implementation at Pusat Kebijakan Sistem Ketahanan Kesehatan dan Sumber Daya Kesehatan (Pusjak SKKDK) or the Center for Health Resilience Systems and Health Resources Policy. Secondary data that included the attendance records from January 2022 to December 2023 of 106 employees who were sampled using the total sampling technique were comprehensively analyzed. The data of this research underwent parametric statistics in the form of paired sample t-test and non-parametric statistics using Wilcoxon signed ranks test. Results from both parametric and non-parametric analyses consistently revealed a significant shift in work hour obedience among employees following the introduction of flexitime, indicating a positive influence of Flexitime on employee work hour obedience. This research underscores the value of flexible work arrangements, suggesting that such a system can significantly enhance employee performance and contribute to the attainment of organizational objectives.

Keywords: *Flexitime, Obedience, Paired sample t-test, Wilcoxon signed ranks test*

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INTRODUCTION

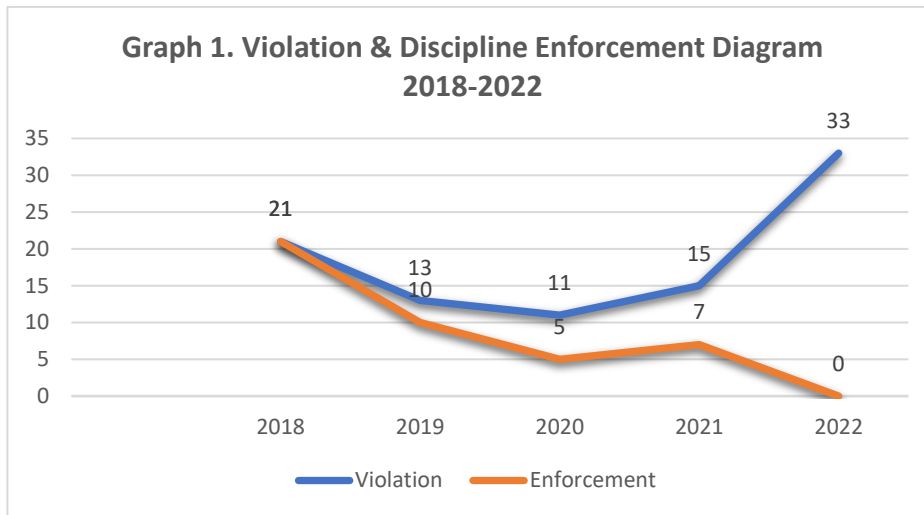
Discipline is a pivotal attribute for members of the Civil Servants, as it does not only reflect their commitment to their responsibilities but also enhances service delivery to the public (Setyawati, Aryani, & Ningrum, 2018). Discipline also fosters employee enthusiasm, thereby facilitating the attainment of organizational objectives (Astutik, 2016). Among the key components of employee discipline, as identified by Rivai (2005), is obedience to rules and obligations, particularly regarding work hours. Astutik (Astutik, 2016) underscores the importance of punctuality, noting that habitual tardiness is an indicative of poor discipline, which can detrimentally affect job quality and obedience with the regulations (Dewi, Ningsih, & Rohmah, 2022).

Center for Health Security Systems and Health Resources Policy (Pusjak SKKDK) or the Center for Health Resilience Systems and Health Resources Policy is a division within the Health Development Policy Agency of the Indonesian Ministry of Health that concern with analyzing, recommending policies, and evaluating policy effectiveness in the health resilience and resources sectors. To successfully fulfill these responsibilities, Pusjak SKKSDK employees must exhibit high disciplinary standards, including strict obedience to established regulations. This obedience is not merely a matter of protocol but a fundamental requirement for the smooth execution of government functions and development initiatives to support the organizational goals (Apriannoor, 2018).

Pusjak SKKSDK adheres to the working hours outlined in the Minister of Health's Regulation Number 41 of 2022, which governs employee performance allowances within the Ministry. According to this regulation, all Ministry employees are to work 37.5 hours weekly, within over five days from Monday to Friday. The daily schedule is set from 7:30 am to 4:00 pm, Monday through Thursday, with an hour's break from 12:00 pm to 1:00 pm. On Fridays, the workday extends to 4:30 pm, with a break from 11:30 am to 1:00 pm. Employees are

expected to strictly observe these working hours, and any deviation may result in disciplinary action as per the prevailing regulations.

Obedience with working hours requires immediate attention. A notable issue is the apparent leniency towards disciplinary infractions, resulting in a diminished sense of accountability among employees concerning punctuality and obedience to working hours. This lack of disciplinary enforcement has been linked to lower obedience, as employees feel less apprehensive about facing consequences for their tardiness (Shukla et al., 2023). This trend is evidenced by an increase in disciplinary violations related to working hours over the last five years, alongside a concurrent decline in disciplinary actions, as illustrated in the following Figure.



Source: Human Resource Section, Pusjak SKKSDK, 2023

The criteria for disciplinary violations have evolved, with absences of five or more working days within a year being penalized under Government Regulation No. 53 of 2010, and absences of three or more days within a year under Government Regulation No. 94 of 2021. Despite these regulations, the number of employees failing to meet working hour obligations remains high, though not to the extent of formal disciplinary violation. The data showed an average of 82% obedience with working hours among employees, dipping to a low of 78% in August

Table 1. Recapitulation of SKKSDK Employee Attendance in 2022

No	Moon	Number (Days)	Number of Employees (People)	People of the Day (PD)	No-Entry Officer (People)	Compulsory Absence of Employees (People)	Late Entry Employees (People)	Employees go home before their time (People)	Punctual Employees (People)	Percentage of Employees on Time (%)
1	2	3	4	5	6	7	8	9	10	11
1	January	21	134	2814	425	2389	272	20	2097	87.78
2	February	18	134	2412	182	2230	192	63	1975	88.57
3	Maret	22	148	3256	483	2773	331	105	2337	84.28

4	April	19	122	231 8	764	1554	92	37	1425	91.70
5	May	15	122	183 0	236	1594	199	40	1355	85.01
6	June	21	122	256 2	595	1967	215	27	1725	87.70
7	July	21	122	256 2	953	1609	214	14	1381	85.83
8	August	21	120	252 0	739	1781	333	51	1397	78.44
9	September	22	119	261 8	1124	1494	214	34	1246	83.40
10	Oktober	21	119	249 9	924	1575	264	31	1280	81.27
11	November	22	119	261 8	1267	1351	177	39	1135	84.01
12	December	22	119	261 8	1499	1119	105	66	948	84.72

Source: Processed Data, 2024 (Table format adopted by Aprianoor, 2018)

Efforts to improve punctuality, such as reducing performance allowances, have not effectively addressed the issue. In response, the Ministry of Health introduced a Flexitime policy at the end of 2022 as stipulated in Minister of Health Regulation No. 41, dated December 28, 2022. This policy aims to enhance punctuality and overall attendance by offering employees more flexibility in managing their work schedules, thereby reducing absenteeism and contributing positively to the organization (Kauffeld, Jonas, & Frey, 2004). Additionally, this approach aligns performance allowance incentives more closely with individual performance, based on the roles and responsibilities of each position, which is expected to boost motivation (Mudhofar, 2021), productivity, job satisfaction, and, consequently the quality of the work (Mogalana, Purwanti, & Basori, 2020; Mudawiyah, Prihatini, & Wulandari, 2019).

The correlation between employee discipline, particularly in terms of working hour obedience, and performance incentives suggests that enhancing one can positively affect the other (Saputra & Ali, 2022). This relationship underscores the importance of examining the impact of the Flexitime policy on employee punctuality and overall obedience with working hours at Pusjak SKKSDK

METHOD

This quantitative research regarded secondary data of two different states within the same group to be analyzed in comparative analysis (Sugiyono, 2019). This research was performed to evaluate the differences in employee obedience with working hours before and after the implementation of Flexitime at Pusjak SKKSDK. The population and samples were all 116 employees of Pusjak SKKSDK, excluding 9 on study leave and 1 on international leave. Hence, the final sample size was 106.

The paired sample t-test, a parametric statistical method was utilized to compare the two conditions within the same group post-different treatments (Nisfiannoor, 2009). This test required one of two conditions: a normal data distribution or a sample pair count exceeding 30 (Triola, 2015). Despite this, some scholars argue that parametric statistics remain reliable for non-normally distributed samples, with minimal impact on generalization errors, and attest to the robustness of t-tests and F-tests against deviations from normality (Alsa, 2015; Azwar, 2015). If data are not normally distributed, comparisons of two paired samples with ratio data

may also be conducted using the non-parametric Wilcoxon signed ranks test (Hernikawati, 2021; Heryana, 2020; Nisfiannoor, 2009).

The secondary data comprises attendance records from January 2022 to December 2023, detailing each employee's monthly total minutes of tardiness and early departure, averaged annually. Data analysis will be performed using IBM SPSS Statistics version 26, encompassing three stages: descriptive statistics, normality testing, and hypothesis testing

RESULTS AND DISCUSSION

Pusjak SKKSDK is an organizational unit under the Ministry of Health, comprising 116 staff members with diverse educational backgrounds. In executing its responsibilities, Pusjak SKKSDK adheres to guidelines established by the Health Minister, including the implementation of flexible working hours, as outlined in the regulation number 41 issued by the Minister of Health on December 28, 2022 as follows.

1. Employees are granted a 90-minute grace period for arriving at the office, either before or after the standard starting time of 7:30 AM WIB.
2. Should employees arrive before 7:30 AM, they are permitted to leave early, matching their early arrival time. Similarly, if an employee arrives late but within the 90-minute grace period, they must extend their departure time correspondingly to the delay.
3. Non-obedience with these arrival and departure regulations will be documented as either tardiness or early departure.
4. These flexible working hour regulations have been in effect since January 1, 2023.

The initial step in data analysis involved conducting descriptive statistics to provide an overarching view of the dataset. This process is essential for summarizing the data, highlighting the minimum and maximum values, central tendencies such as the mean, median, or mode, and the distribution characteristics, including the standard deviation (Nisfiannoor, 2009).

Table 2. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Before <i>Flexitime</i>	106	.00	496.08	55.3734	79.95821
After <i>Flexitime</i>	106	.00	555.33	41.7303	87.35115
Valid N (listwise)	106				

Source: Processed Data (2024)

Data was collected from 106 employees of Pusjak SKKSDK between January 2022 and December 2023. The minimum average minutes of non-obedience to working hours, both before and after the implementation of flexitime, was recorded at 0 minutes, indicating no instances of tardiness. Conversely, the maximum average minutes of non-obedience before the introduction of Flexitime was 496.08 minutes, which increased to 555.33 minutes post-flexitime. The average non-obedience times before and after Flexitime were 55.37 and 41.73 minutes, respectively. The standard deviation is closely linked to the mean, serving as a measure of data distribution from the mean, thereby indicating the variance within the data (Ghozali, 2018). For the pre-Flexitime period, the standard deviation was 79.96, and for the post-Flexitime period, it was 87.35. These values suggest significant variability from the mean, indicating a broad distribution of data points around the mean, which could signify a wide or heterogeneous distribution. The descriptive statistics hint at possible deviations from normal distribution, given the substantial differences between the mean and range values, suggesting the presence of outliers.

Following the descriptive analysis, a normality test was conducted as a prerequisite for engaging in parametric statistical methods (Triola, 2015), including the paired sample t-test

(Nisfiannoor, 2009). Given the sample size of 106, within the recommended range of 50-200 for the Kolmogorov-Smirnov test (Razali & Wah, 2011), this test assessed the data normality. While Ghozali (Ghozali, 2018) suggests performing normality tests on dependent and independent variables, Prabowo (2022) argues it is only necessary for the residuals.

Table 3. Variable Normality Test

One-Sample Kolmogorov-Smirnov Test			
		Before <i>Flexitime</i>	After <i>Flexitime</i>
N		106	106
Normal Parameters ^{a,b}	Mean	55.3734	41.7303
	Std. Deviation	79.95821	87.35115
	Absolute	.244	.316
Most Extreme Differences	Positive	.220	.270
	Negative	-.244	-.316
Test Statistic		.244	.316
Asymp. Sig. (2-tailed)		.000 ^c	.000 ^c
Exact Sig. (2-tailed)		.000	.000
Point Probability		.000	.000

Source: Processed Data (2024)

Table 4. Residual Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		106
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	65.76703201
	Absolute	.205
Most Extreme Differences	Positive	.205
	Negative	-.131
Test Statistic		.205
Asymp. Sig. (2-tailed)		.000 ^c
Exact Sig. (2-tailed)		.000
Point Probability		.000

Source: Processed Data (2024)

In this research, normality tests were conducted on both variables and the residuals. Decision-making based on normality tests relies on the significance (sig.) values: a sig. value >0.05 indicates normal distribution, while <0.05 suggests non-normal distribution. The Kolmogorov-Smirnov test results indicated a sig. value <0.05 for the before and after Flexitime variables and the residuals, confirming the non-normal distribution of the data, aligning with the descriptive statistics assumptions.

The final phase involves hypothesis testing. Since the sample size exceeds 30 and considering the perspective that the t-test may not necessitate normality, both parametric (paired sample t-test) and non-parametric (Wilcoxon signed ranks test) were performed to ensure robust decision-making and provide a comparative analysis.

Paired Sample t-test

Triola (Triola, 2015) delineates two methodologies for conducting hypothesis tests with the paired sample t-test. The first method involves comparing the calculated t-value to the critical t-value from a t-distribution table. If the calculated t-value exceeds the critical t-value, the null hypothesis (H_0) is rejected in favor of the alternative hypothesis (H_a); conversely, if the calculated t-value is less than the critical t-value, H_0 is retained. The second method

employs the significance (sig.) level, also known as the P-value approach. Here, if the sig. (2-tailed) or P-value is less than 0.05, H_0 is rejected; if it is greater than 0.05, H_0 is retained. The results from SPSS calculations for the paired sample t-test are as follows.

Table 5. Paired Sample t-test

		Paired Samples Test							
		Paired Differences					t	df	Sig. (2-tailed)
Pair		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
1	Before Flexitime - After Flexitime	13.64308	69.49959	6.75040	.25829	27.02787	2.021	105	.046

Source: Processed Data (2024)

T-value, one refers to the t-distribution table by locating the intersection of the df and the significance level ($\alpha/2$), which is $0.05/2 = 0.025$. At this intersection, the critical t-value is found to be 1.982. Therefore, with a calculated t-value of 2.021 exceeding the critical value of 1.982, H_0 is rejected, indicating a significant difference in average employee obedience with working hours before and after the implementation of flexitime.

Table 5 shows that the sig. (2-tailed) value is 0.046 (< 0.05). Hence, H_0 is rejected. This finding corroborates the conclusion drawn from the t-value comparison, signifying a statistically significant difference in average non-obedience with working hours before and after flexitime.

Wilcoxon Signed Ranks Test

The normality test indicates a non-normal distribution for this study. Consequently, non-parametric statistics are appropriate for analysis, specifically the Wilcoxon Signed Ranks Test for comparing two paired samples with ratio data. According to the SPSS output presented in Table 6, the analysis shows a negative ranks value for 70 employees, indicating a decrease in tardiness from before to after Flexitime implementation, with an average reduction of 47.87 minutes and a total negative rank sum of 3351 minutes. Conversely, 29 employees exhibited an increase in such occurrences, with an average increase of 55.14 minutes and a positive rank sum of 1599 minutes. Additionally, 7 employees showed no change in their timings.

Table 6. Wilcoxon Signed Ranks Test

		Ranks		
		N	Mean Rank	Sum of Ranks
After Flexitime - Before Flexitime	Negative Ranks	70 ^a	47.87	3351.00
	Positive Ranks	29 ^b	55.14	1599.00
	Ties	7 ^c		
	Total	106		

a. After Flexitime < Before Flexitime
 b. After Flexitime > Before Flexitime
 c. After Flexitime = Before Flexitime

Test Statistics^a

After Flexitime - Before Flexitime

Z	-3.058 ^b
Asymp. Sig. (2-tailed)	.002
a. Wilcoxon Signed Ranks Test	
b. Based on positive ranks.	

Source: Processed Data (2024)

In statistical tests, decisions hinge on the P-value (Asymp. Sig. 2-tailed); a value less than 0.05 leads to the rejection of H₀, while a value greater than 0.05 results in its acceptance. The Wilcoxon Signed Ranks Test results, as shown in Table 6, reveal an Asymp. Sig. (2-tailed) value of 0.002, which is below 0.05, hence H₀ is rejected. This outcome supports the acceptance of H_a, affirming a significant difference in the average non-obedience with employee working hours before and after the adoption of flexitime.

DISCUSSION

The analysis of hypothesis testing through both parametric (paired sample t-test) and non-parametric (Wilcoxon signed ranks test) yielded consistent results, each indicating a significance value of less than 0.05. This consistency across testing approaches underscores the robustness of the finding that the implementation of Flexitime has significantly affected employee obedience to working hours. Specifically, the Wilcoxon signed ranks test revealed that, following the adoption of flexitime, 70 out of 106 employees demonstrated improved obedience by reducing their non-obedience minutes. Conversely, 29 employees exhibited increased disobedience, and 7 employees showed no change post-implementation. These outcomes collectively reinforce the decision to reject the null hypothesis (H₀) and accept the alternative hypothesis (H_a), affirming a notable difference in average non-obedience with working hours before and after the introduction of flexitime. This finding aligns with the research by Kauffeld et al. (Kauffeld et al., 2004), which posited that flexible working hours significantly contribute to enhancing employee punctuality and reducing absenteeism.

Obedience with working hours is a fundamental measure of employee discipline, as those who habitually arrive late or leave early are considered to have lower discipline (Astutik, 2016). Flexitime, therefore, serves as a mechanism to encourage greater discipline among employees concerning obedience to working hours, potentially impacting obedience with other organizational rules. Nonetheless, employee obedience is influenced by various factors, including workplace location, the presence of authority figures (as discussed by Milgram in 1963 and 1974, cited in Dewi et al., 2022), and employees' perceived risk or fear of disciplinary actions (Shukla et al., 2023). The lack of disciplinary enforcement from leadership may explain why, despite the implementation of flexitime, 7 employees showed no change in their obedience, and 29 employees displayed increased disobedience.

CONCLUSION

Implementing Flexitime is a strategic move by Pusjak SKKSDK to enhance employee discipline, particularly in adhering to working hours. Flexitime significantly boosts obedience with working hours among employees. Moreover, it ensures that employees' performance allowances are not substantially impacted by late arrivals or early departure. This approach is advantageous for both employees and the organization. It allows employees the flexibility to tailor their work schedules around personal commitments, enabling them to concentrate fully on their tasks. Consequently, the organization benefits from improved employee performance, facilitating the achievement of the predetermined organizational objectives.

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