



The Relationship between Working Hours Flexibility and Employee Performance in Flexible and Remote Working Systems in Indonesia

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Abstract

The development of flexible work systems and *remote working* encourages changes in employee work patterns in various organizations, including in the regulation of working hours. Flexibility in working hours is seen as one of the policies that has the potential to affect employee performance in the face of increasingly dynamic work demands. This study aims to examine the effect of flexible working hours on employee performance on the implementation of flexible and *remote working* systems in Indonesia. The research method used is a descriptive qualitative approach with a literature study method. The research data is in the form of secondary data obtained from national journal articles accessed through *Google Scholar* and analyzed using content *analysis*. The results of the study show that flexible working hours tend to have a positive influence on employee performance, especially through increased work focus, more effective time management, and reduced work stress levels. However, this influence is highly dependent on the management of organizational policies, including clarity of work rules, discipline, and supervision systems. Therefore, the implementation of flexible working hours needs to be designed in a structured manner to support the optimal improvement of employee performance.

I. INTRODUCTION

The development of information and communication technology has driven a significant transformation in work patterns and systems in Indonesia. The digitization of work processes, the support of technological infrastructure, and the increase in internet connectivity make work no longer tied to a certain space and time. One tangible form of this change is the implementation of remote working, which provides flexibility for employees to carry out job duties and responsibilities without having to be physically present in the office. This work system is increasingly being adopted by companies because it is considered to be able to increase operational efficiency, reduce work costs, and provide flexibility for employees to manage time and place of work according to their personal conditions (Nasution et al., 2022).

However, the implementation of remote working not only brings benefits, but also poses

new challenges in human resource management. Companies are faced with the problems of performance supervision, the effectiveness of coordination between teams, work communication, and the adjustment of employee work patterns to organizational targets and standards. In this context, the success of a flexible work system is determined not only by the availability of technology, but also by the company's ability to design a work policy that is able to maintain a balance between flexibility and employee productivity (A. M. Harahap et al., 2024).

In line with the development of remote working, the flexible working hours policy has become one of the managerial instruments that are widely applied by companies. Flexible working hours provide space for employees to determine work hours more independently without neglecting the workload and responsibilities that must be completed. This policy is seen as able to create a work-life balance, which in turn can

increase employee focus, motivation, and work engagement. Studies have shown that flexible working hours have the potential to reduce levels of fatigue and work stress, as well as improve overall employee satisfaction and performance (Wildan, 2017).

Nonetheless, the relationship between flexible working hours and employee performance is not always linear and consistent. In practice, flexible working hours can have different impacts for each individual. Some employees are able to take advantage of the flexibility of working hours to increase productivity and work effectiveness, while others experience a decrease in performance due to low work discipline, difficulty in managing time, and reduced boundaries between work time and personal time. This condition shows that flexible working hours is not a policy that automatically improves performance, but rather requires proper management and control mechanisms.

In Indonesia, the implementation of flexible working and remote working systems still faces various structural and cultural obstacles. Not all companies have organizational readiness to manage flexible working hours, especially related to employee performance monitoring and appraisal systems. Performance evaluation systems that are still oriented towards physical presence (presenteeism) are often an obstacle in assessing employee performance objectively in a flexible work system. In addition, differences in working hours between employees can also make it difficult to coordinate, communicate, and collaborate with teams, which ultimately has the potential to affect the achievement of organizational work targets (Risnandar & Habeahan, 2024).

This condition shows that there is a gap between the ideality of the concept of work flexibility and the reality of its implementation in the field. On the one hand, flexibility working hours is promoted as a strategy to improve employee performance and welfare, but on the other hand, its implementation has the potential to cause new problems if it is not accompanied by system readiness, work culture, and individual employee characteristics. Therefore, a deeper

understanding of the relationship between flexible working hours and employee performance in the context of flexible working and remote working systems is essential.

Based on this description, this study is relevant to empirically examine how the relationship between flexible working hours and employee performance in the flexible and remote working systems in Indonesia. This research is expected to make an academic contribution in enriching the study of human resource management in the flexible work era, as well as providing practical implications for companies in formulating work policies that are able to improve employee performance effectively and sustainably.

II. RESEARCH METHODS

This study uses a descriptive qualitative approach with a literature study method that aims to examine the concept of flexibility of working hours and its effect on employee performance based on the findings of previous research (Adlini et al., 2022). The research data is sourced from secondary data in the form of national journal articles obtained through *Google Scholar* and selected based on the suitability of topics with the variables of flexibility of working hours, flexible work or remote working systems, and employee performance. The literature selection process is carried out through searching for relevant keywords and selecting titles, abstracts, and article discussions. Data analysis was carried out using content analysis by identifying key concepts, comparing findings between studies, and constructing narrative descriptive conclusions to describe the pattern of relationships between flexibility working hours and employee performance.

III. RESULTS AND DISCUSSION

A. Flexibility of Working Hours as a Strategic Instrument for Improving Employee Performance

Flexible working hours in flexible and remote working systems are increasingly understood as a strategic instrument in improving employee performance, not solely as a policy oriented towards work comfort. The results of the

literature review show that the flexibility of working hours provides space for employees to adjust work activities to different biological rhythms, psychological conditions, and personal needs. This adjustment allows employees to work in periods of time when focus, energy, and cognitive capacity levels are at optimal levels, resulting in a direct impact on improving the quality of work outcomes and efficiency of task completion (Amri et al., 2025).

In the perspective of modern human resource management, flexible working hours reflect a paradigm shift in performance management from an attendance-based approach to a results-based approach. The literature confirms that work duration is not always positively correlated with productivity, while the effectiveness of time utilization is actually a determining factor in performance. Flexibility gives employees greater autonomy in organizing work processes, which in turn reinforces a sense of responsibility, work engagement, and a sense of ownership of organizational targets. In the context of remote work, this autonomy also plays an important role in maintaining motivation and sustainability of performance amid limited direct supervision (Saputra, 2024).

Nevertheless, the flexibility of working hours cannot be understood as freedom without structure. A number of studies have shown that flexibility that is not accompanied by clarity of roles, work targets, and measurable performance indicators has the potential to cause work ambiguity and decrease effectiveness (Umboh et al., 2023). Under certain conditions, flexibility can even trigger the extension of veiled working hours and the blurring of the boundaries between working time and personal life, which ultimately negatively impacts the psychological well-being of employees. Therefore, the relationship between flexible working hours and employee performance is conditional and is strongly influenced by the design of organizational policies and the readiness of the managerial systems that support them.

Thus, flexibility of working hours will only function optimally as an instrument for improving performance if it is integrated into a systematic,

target-based, and accountability-oriented framework. Organizations are required to balance the provision of autonomy and performance control through effective communication, output-based evaluation mechanisms, and a work culture that upholds trust and professionalism. In the Indonesian context, flexible working hours are not only a response to changes in global work patterns, but also reflect the need to adapt labor policies to evolving social, cultural, and technological dynamics (Ibrahim, 2015).

B. The Role of Working Hours Flexibility in Flexible and Remote Working Systems

The role of flexible working hours in flexible work and remote working systems occupies an increasingly crucial position in line with changes in the structure of employment relations in Indonesia. The remote work system fundamentally shifts the conventional work concept which has relied on physical presence and fixed working hours in the office. The loss of workspace attachment causes work time to no longer be manageable with traditional approaches, so the flexibility of working hours serves as the main instrument for maintaining work effectiveness, continuity and productivity. The literature shows that in the context of remote working, time flexibility is an operational prerequisite for work to continue without losing organizational control over performance achievement (Dyan Arni Firmanti, 2023).

The flexibility of working hours in a flexible work system is also closely related to the demands of adaptation to differences in location, social conditions, and working time zones between employees. A work pattern that is no longer centralized in one place demands a more elastic adjustment of working hours so that cross-regional coordination can still take place. Empirical studies confirm that time flexibility allows employees to adjust working hours to the conditions of the domestic work environment, the quality of the technology network, and personal workload, without having to sacrifice organizational targets. This condition shows that flexibility working hours is not just an administrative policy, but a balancing mechanism

between the interests of the organization and the reality of remote work (Amri et al., 2025).

In a remote working system, the flexibility of working hours also contributes directly to the formation of a more independent and responsible work pattern. Employees are no longer completely dependent on the direct supervision of their superiors, but are required to manage time, set priorities, and complete tasks based on predetermined targets. The management literature refers to this condition as a shift towards a trust-based work system, where performance is measured through work outcomes, rather than physical presence. Flexible working hours in this framework play a role in shaping an adaptive, self-disciplined, and achievement-oriented work character, which ultimately has a positive impact on employee performance in the long run (Pujiastuti, 2008).

The perspective of Indonesian labor law provides a normative basis for the application of flexible working hours in flexible working and remote working systems. Law Number 13 of 2003 concerning Manpower basically regulates normal working hours, namely seven hours per day and forty hours per week for six working days, or eight hours per day and forty hours per week for five working days. The regulation shows that Indonesian labor law adheres to the principle of protection of workers' working time. The development of flexible work systems and remote working then gained room for adaptation through Law Number 11 of 2020 concerning Job Creation and its implementing regulations, which opened up opportunities to regulate working hours based on agreements between workers and employers as long as they did not eliminate workers' normative rights (A. M. Harahap, 2019).

Government Regulation Number 35 of 2021 concerning Fixed-Time Work Agreements, Outsourcing, Working Time, and Rest Time also provides a legal basis for more flexible working time arrangements while still emphasizing the maximum limit of working hours and the obligation to provide rest time. This regulatory framework shows that flexibility in flexible working and remote working systems is legally allowed, as long as it does not violate the principle

of worker protection and still guarantees the certainty of the rights and obligations of the parties. Flexibility of working time should thus be understood as manageable flexibility, not unlimited flexibility (A. F. R. Harahap & Harahap, 2023).

The main challenge of flexible working hours in flexible and remote working systems lies in the aspects of coordination, communication, and integration of teamwork. Differences in working hours between employees have the potential to hinder collaboration, slow down decision-making, and reduce the effectiveness of collective work if not systematically regulated. The literature shows that time flexibility that is not accompanied by a clear coordination mechanism can actually lead to work fragmentation and psychological burden due to the demands of unlimited responses. This condition risks violating the principle of working time protection as mandated in the labor law (Susiani, 2020).

The success of flexible working hours in flexible and remote working systems is highly dependent on the organization's ability to design policies that balance employee autonomy and operational needs. Clarity of work targets, performance standards, core working hours, and the use of communication technology are determining factors so that time flexibility remains in line with organizational goals. An adaptive work culture and output-based supervision system are also needed to ensure that flexible working hours serve as a support for performance, not a source of inefficiency (Pratami et al., 2023).

The flexibility of working hours in the flexible work system and remote working can ultimately be understood as a strategic instrument that reflects the transformation of employment relations in Indonesia. Its application is not only related to work efficiency, but also touches on aspects of labor protection, employee welfare, and organizational sustainability. Flexibility that is normatively designed, structured and results-oriented has great potential to improve employee performance while maintaining legal certainty in modern employment relationships (A. M. Harahap, 2020).

C. Contextual Factors and Challenges in Implementing Working Hours Flexibility in Indonesia

Contextual factors play a decisive role in explaining the variation in the impact of flexible working hours on employee performance in Indonesia. The results of the literature review show that flexibility does not work in a vacuum, but interacts with individual characteristics, organizational structures, and work cultures that develop in the national work environment. Time flexibility makes a positive contribution to performance when applied to work conditions that have proportionate workloads, measurable work demands, and controllable stress levels. Employees' ability to adjust working hours to their physical and psychological capacity allows for the realization of work-life balance, which has an impact on increasing focus, work resilience, and quality of work results (Nasution et al., 2022).

The social context and work culture in Indonesia also affect the effectiveness of flexible working hours. The work culture that has placed physical presence as the main indicator of employee discipline and loyalty is still a serious challenge in implementing a flexible work system. Many organizations still associate performance with the length of time they spend at work, not on the output output. This condition causes flexibility in working hours to often be perceived as a decrease in work discipline, rather than as an instrument of increasing productivity (Asyhadie et al., 2019). The literature shows that cultural resistance is one of the main factors in the failure to implement flexible working hours in various organizations in Indonesia.

Organizational readiness is also a contextual factor that determines the success of flexible working hours. Performance-based performance appraisal systems that are not yet results-based make it difficult for organizations to objectively measure employee contributions to flexible and remote working systems. The reliance on physical attendance indicators and formal working hours creates a mismatch between time flexibility policies and performance evaluation mechanisms. This condition has the potential to cause unfair

judgment, internal conflicts, and a decrease in the motivation of employees who actually have high performance but cannot show a conventional physical presence (Amala, 2018).

Individual employee factors are also a determining variable that cannot be ignored. Not all employees have sufficient time management, self-discipline, and work independence to work in a flexible system (Situmeang et al., 2023). Literature review confirms that flexible working hours demand a high level of self-regulation, especially in setting priorities, setting work limits, and maintaining productivity consistency. An individual's unpreparedness in managing time flexibility can actually trigger a decrease in performance, a delay in completing tasks, and an increased workload at the end of the assessment period.

The normative aspects of Indonesian labor law provide a framework for the application of flexible working hours. Law Number 13 of 2003 concerning Manpower stipulates work time limits as a form of protection for workers, while affirming the employer's obligation to ensure rest time and workers' welfare. The regulation affirms that flexibility of working hours must not eliminate the maximum limit of working time prescribed by law. Law Number 11 of 2020 concerning Job Creation and Government Regulation Number 35 of 2021 opens up space for adaptation of working time arrangements through work agreements, but still emphasizes the principle of protecting workers' normative rights. This legal framework shows that flexible working hours in Indonesia must be designed in a measured manner and do not violate the principle of labor protection (A. M. Harahap, 2019).

Another challenge that arises in the implementation of working hours flexibility has to do with the blurring of the boundaries between working time and personal time. Unclear working hours, targets, and organizational expectations have the potential to create a phenomenon of seamless work, where employees feel constantly connected to work outside of formal working hours. The literature shows that this condition increases the risk of burnout and burnout, which ultimately decreases employee performance and

well-being. These risks are becoming increasingly relevant in remote working systems, where workspaces and personal spaces often blend (Wildan, 2017).

The existence of labor regulations that emphasize the protection of working time requires organizations to set clear work limits in the flexible working hours policy. The determination of work targets, core working hours, reporting mechanisms, and performance evaluation standards are important instruments to prevent negative excesses of time flexibility. Without adequate planning and supervision, flexible working hours have the potential to conflict with their original purpose as an instrument of improving employee performance and well-being.

This discussion shows that the flexibility of working hours in the flexible and remote working system in Indonesia is a policy that is greatly influenced by contextual factors at the individual, organization, and legal system levels. The relationship between flexibility working hours and employee performance is not universal, but rather conditional on the readiness of work culture, managerial capacity, and clarity of the organization's internal regulations. Flexibility in working hours will have an optimal positive impact if it is structurally designed, integrated with a results-based performance appraisal system, and implemented within the framework of labor law protection that ensures a balance between productivity and employee welfare.

IV. CONCLUSION AND SUGGESTIONS

A. Conclusion

This discussion shows that flexibility working hours have a significant relationship with employee performance in the flexible and remote working systems in Indonesia, but this relationship is not absolute and universal. Flexibility in working hours has the potential to improve performance when it is able to provide autonomy to employees in managing working time according to physical, psychological, and personal needs, thereby encouraging increased productivity, work quality, and psychological well-being. In the context of remote work, time

flexibility is an important instrument to maintain work effectiveness amid the disappearance of the boundaries of conventional workspaces.

However, the effectiveness of flexible working hours is greatly influenced by contextual factors, such as organizational readiness, work culture, employee time management capabilities, and performance appraisal systems used. Evaluation systems that are still oriented towards physical presence, unclear work targets, and weak output-based supervision have the potential to hinder the successful implementation of time flexibility. In addition, the flexibility of poorly managed working hours can lead to blurring the boundaries between work time and personal time, increasing the risk of work burnout, and ultimately lowering performance. Indonesia's labor law framework allows for flexibility in working hours, but still emphasizes the principles of protecting working time and labor welfare. Therefore, flexibility of working hours should be understood as a strategic policy that requires structural design, continuous oversight, and integration with organizational goals.

B. Suggestion

Organizations are advised to design a structured working hours flexibility policy by setting clear work targets, results-based performance indicators, and strict work time limits to prevent burnout. The performance appraisal system needs to be shifted from an attendance-based approach to an output-based approach to align with the character of flexible work and remote working systems. Increasing employee capacity in time management and work discipline also needs to be part of the strategy of implementing flexible working hours. Further research is recommended to examine moderation factors such as leadership style, organizational culture, and characteristics of the working generation to enrich the contextual understanding of working hours flexibility in Indonesia.

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