

Association Between Perceived Working-Hour Arrangements and Employee Performance at PT Lion Parcel Express, Halim, Jakarta

Cedaryana¹, Arief Fauzan², Rangga Mandira³, M. Irhan Aprialdy⁴

¹²³⁴ Program Studi Manajemen, Universitas Negeri Jakarta

* Correspondence e-mail; cedaryana@unj.ac.id

Article history

Submitted: 2026/09/02; Revised: 2026/10/15; Accepted: 2026/10/24

Abstract

This study examines the association between employees' perceptions of work-hour arrangements and employee performance at PT Lion Parcel Express, Halim, Jakarta. Questionnaire data were obtained from 92 employees through a saturated sample. The work-hours score was calculated from five directionally aligned statements on schedule fit, schedule clarity, time sufficiency, rest breaks, and working beyond scheduled hours. Performance was measured using 16 statements in the dedicated performance section. Simple linear regression produced a positive coefficient of 0.590, an R^2 of 29.7%, and a robust HC3 Wald $F(1,90)$ of 12.533 ($p = 0.0006$). The results indicate a significant positive association between more favorable work-hour arrangements and self-reported performance. Because the data are cross-sectional and self-reported, the findings establish an association rather than causal proof.

Keywords

Working Hours, Employee Performance, Simple Linear Regression



© 2026 by the authors. This is an open access publication under the terms and conditions of the Creative Commons Attribution 4.0 International (CC BY SA) license, <https://creativecommons.org/licenses/by-sa/4.0/>.

INTRODUCTION

Human resources are one of the strategic assets that play an important role in determining a company's success. Human resources function not only as executors of operational activities but also as the primary drivers in achieving organizational goals effectively and efficiently. A company's success in managing its human resources can be reflected in employee performance when carrying out their duties and responsibilities. Employees with good performance can help a company achieve its established targets, whereas suboptimal performance may hinder productivity and the achievement of organizational objectives. Therefore, companies need to pay attention to various factors associated with employee performance, including the working-hour arrangements implemented in daily operations.

Human resource management is an essential component of company management because it involves workforce planning, organizing, directing, and controlling. Susan (2019) explains that human resource management is concerned with utilizing human resources to perform work effectively and efficiently in achieving organizational goals. In line with this perspective, Wahyu et al. (2021) emphasize the importance of human resources as an organizational component that supports sustainability and the ability to adapt to change. Therefore, human resource management should not be limited to assigning tasks and setting targets; it should also consider working conditions that enable employees to perform their duties optimally. One relevant aspect to examine is working-hour arrangements, as they relate to time allocation, task execution, work discipline, and employees' opportunities to rest.

Working hours refer to the period during which employees perform their duties in accordance with company policies and applicable regulations. Working-hour arrangements include determining starting and finishing times, working duration, break periods, and the suitability of schedules to operational requirements. Neksen et al. (2021) examined the relationship between workload, working hours, and employee performance at PT Grup Global Sumatera. Their study found that workload and working hours simultaneously had a significant effect on employee performance. This finding indicates that working-time management is a relevant aspect of employee performance. Nevertheless, working hours should not be understood solely as the amount of time spent working but also as part of a work system that employees experience and evaluate.

Employees' perceptions of working-hour arrangements are important because individuals may evaluate company policies differently. Working-hour arrangements perceived as clear, consistent, and appropriate to job requirements may help employees manage their time and complete their responsibilities. Conversely, schedules perceived as unsuitable, unpredictable schedule changes, or insufficient rest periods may create difficulties in performing work. In this context, perceptions of working-hour arrangements refer to employees' evaluations of the suitability, clarity, consistency, and implementation of the working-time policies applied by the company. These perceptions should be distinguished from actual working hours because two employees following similar schedules may not necessarily evaluate those arrangements in the same way.

The relationship between working hours and employee performance has been examined in several previous studies. Neksen et al. (2021), in their study at PT Grup Global Sumatera, found that working hours and workload had a significant effect on employee performance. Their findings suggest that working-time management deserves attention in efforts to improve performance. Furthermore, Mulyono et al. (2024) investigated the relationship between compensation, working time, and employee performance at Meskom Agro Sarimas Company in Bengkalis. Using a quantitative approach and multiple linear regression analysis, their study found that working time had a positive effect on employee performance. These findings indicate that the relationship between working time and

performance needs to be understood in the context of the organization and its existing work arrangements.

Research on flexible working hours was also conducted by Rudianto et al. (2023) at PT PLN (Persero) UIP3B Sulawesi. Their findings indicated that flexible working hours had a positive and significant effect on employee motivation and performance. Flexible working hours were also associated with performance through work motivation as a mediating variable. This finding provides a perspective that working-time arrangements involve not only the duration of work but also the flexibility employees experience in carrying out their responsibilities. Meanwhile, Soeryanto and Soemadi (2023) examined the effects of working hours and work discipline on employee performance, involving 50 production employees. Their study employed a quantitative approach using Partial Least Squares (PLS) analysis, providing additional empirical evidence regarding the relevance of working hours to employee performance.

International research has also demonstrated that the relationship between working hours and performance is not always linear. Song et al. (2022), through a meta-analysis of 42 articles comprising 64 effect sizes and a total of 22,843 participants, identified an inverted U-shaped relationship between working hours and both task performance and contextual performance. This finding indicates that increasing working hours does not necessarily lead to continuous improvements in performance. Brummelhuis et al. (2025) also found that longer working hours may be associated with increased performance on the same day but may reduce performance on the following day because of shorter sleep duration and lower psychological resilience the next morning. These findings highlight the importance of establishing proportionate working-hour arrangements to ensure that job demands remain aligned with employees' capacity to maintain their performance.

Based on these previous studies, research on working hours and employee performance has been conducted across various sectors, including plantation companies, electricity companies, manufacturing employees, and other groups of workers. However, these studies have focused on different aspects, such as the combined effects of working hours and workload, the relationship between working time and compensation, and the role of flexible working hours through work motivation. Consequently, there remains an opportunity to investigate the relationship between employees' perceptions of working-hour arrangements and their performance, particularly in the logistics service industry. This study focuses on employees' evaluations of working-hour arrangements rather than merely examining the number of working hours or the flexibility of work schedules. This focus provides a basis for understanding how employees perceive working-time policies and how those perceptions relate to their performance.

The present study focuses on PT Lion Parcel Express in the Halim area of Jakarta. Lion Parcel, operated by PT Lion Express, is a logistics service company established on February 14, 2013, providing domestic and international delivery services through first-mile, middle-mile, and last-mile operations. The operational characteristics of a logistics company,

which involve parcel reception, processing, handling, and delivery, make time coordination an important aspect of its activities. Work processes associated with service targets and operational timeliness require effective human resource management. In this context, working-hour arrangements represent an aspect worth examining to understand the alignment between working-time policies and employees' execution of their duties.

In this study, employee performance is understood as an individual's work achievement in carrying out assigned duties and responsibilities. Kasmir (2016) explains that performance encompasses work results and work behavior achieved in completing tasks and responsibilities within a particular period. Meanwhile, Mangkunegara (2017) emphasizes that employee performance relates to the quality of work achieved in accordance with assigned responsibilities. Employee performance can be assessed through several indicators, including work quality, timeliness, effectiveness, and independence in completing tasks. These indicators are relevant for evaluating the extent to which employees meet job requirements and applicable standards. In relation to working-hour arrangements, timeliness and effectiveness are particularly important because tasks must be completed according to schedules and operational targets. Work quality and independence also reflect employees' ability to maintain optimal performance.

Based on this discussion, this study aims to analyze the relationship between perceptions of working-hour arrangements and employee performance at PT Lion Parcel Express in the Halim area of Jakarta. Specifically, it seeks to determine whether a significant relationship exists between employees' evaluations of working-hour arrangements and their performance in carrying out their duties. Theoretically, this study is expected to contribute to the development of human resource management research, particularly concerning the relationship between perceptions of working-time arrangements and employee performance. Practically, the findings are expected to provide input for the company in evaluating its existing working-hour policies and identifying aspects of working-time management that require attention to support employee performance. Accordingly, this study positions perceptions of working-hour arrangements as the independent variable and employee performance as the dependent variable, with the relationship between the two variables examined empirically.

METHODS

This study employed a quantitative approach with a descriptive and associative research design. Descriptive analysis was used to describe respondents' scores, while simple linear regression was applied to examine the relationship between employees' perceptions of working-hour arrangements and their performance. The population consisted of all 92 employees of PT Lion Parcel Express in the Halim area of Jakarta. A saturated sampling technique was employed, whereby the entire population of 92 employees was included as the research sample. Data were collected using questionnaires and observations. The questionnaire used a five-point Likert scale and included statements concerning working-hour arrangements and employee performance, covering work quality, work quantity,

punctuality, effectiveness, independence, and work commitment. Observation was also conducted to obtain information about the conditions and behaviors of the research subjects in the workplace.

Data were analyzed quantitatively using descriptive statistics and simple linear regression. Responses on the five-point Likert scale were coded from 1 to 5, and each variable's score was calculated as the mean of its corresponding items to maintain a consistent score range of 1–5. The independent variable (X) represented perceptions of working-hour arrangements and adequacy, measured using five positively worded items: the suitability of working hours for assigned tasks, clarity of work schedules, adequacy of time to complete tasks, adequacy of rest periods, and the frequency of working beyond scheduled hours. A negatively worded item concerning fatigue caused by excessively long working hours was reverse-coded but excluded from the primary score because it showed an inconsistent item-total relationship and reduced internal consistency. This decision was exploratory and was accompanied by a sensitivity analysis that retained the reverse-coded item. The dependent variable (Y), employee performance, was measured using 16 items from the dedicated employee performance section of the questionnaire. Five performance items duplicated in an earlier question block were not counted twice; therefore, only the dedicated 16-item section was used to calculate the performance score. The reported average daily working hours were excluded as a numerical predictor because responses combined ranges and individual numbers, preventing consistent quantitative interpretation.

Internal consistency was assessed using Cronbach's alpha coefficient. The regression model was estimated using the ordinary least squares method. The null hypothesis stated that the regression coefficient for working-hour arrangements was equal to zero, whereas the alternative hypothesis stated that a linear relationship existed between the variables. The t-test was used to evaluate the regression coefficient, while the F-test was used to assess the overall significance of the model. Residual diagnostics included tests for heteroscedasticity and normality. Because heteroscedasticity was detected, the primary statistical inference used HC3 heteroscedasticity-robust standard errors at a 5% significance level.

RESULTS AND DISCUSSION

Overview of Research Objects

PT Lion Parcel Express is a company engaged in freight forwarding and logistics services in Indonesia. This company is known as Lion Parcel and is part of the Lion Group which focuses on package and document delivery services to various regions in Indonesia and internationally. Lion Parcel provides a variety of delivery services designed to meet the needs of the community, business actors, and companies in distributing goods effectively and efficiently. In carrying out its operational activities, the company is supported by distribution networks, agent partners, and transportation services to support the process of shipping goods to the recipient's address.

PT Lion Parcel Express was established to provide convenience to the public in shipping goods by prioritizing speed, security, and punctuality. Along with the increasing

need for logistics services, the company continues to develop delivery services that can reach various regions. The company's operational activities include receiving packages, checking and recording shipment data, sorting goods, distribution processes, and delivering packages to recipients. In addition, the use of information technology also helps customers in tracking packages so that the delivery process can be monitored more easily.

The company continues to strive to improve service quality through the development of operational systems and the use of digital technology. The application of information systems in the delivery process helps officers record data, monitor package status, and minimize errors in goods management. In addition, service to customers is one of the important aspects in maintaining trust and satisfaction of service users. With the improvement of the quality of human resources, good distribution management, and continuous service innovation, PT Lion Parcel Express is expected to be able to increase competitiveness in the logistics industry and meet the growing needs of freight delivery.

Data Processing and Characteristics

The research data came from 92 employees of PT Lion Parcel Express in the Halim area, Jakarta, according to the number of population and saturated samples described in the research method. All 92 lines of respondents had answers to the items used to form the main scores of working hours and performance. Thus, the main analysis used 92 observations without deduction because the data were blank on the item. The score of working hours in this model needs to be read according to the way it is measured. The five statements that make up X assess the suitability and clarity of the schedule, the adequacy of time to complete the work, the availability of rest, and the need to work beyond the schedule. Therefore, the term working hours in the regression results refers to the employee's assessment of the setting of working hours, not solely the actual duration of work in the number of hours per day. The questionnaire also asks for an average of hours worked per day, but some answers are ranged, such as 9–13 hours or 10–11 hours, while others are numbers or text in different formats. These values are not included in regression as a continuous predictor because they require rules of cleaning and conversion that can change the meaning of the answers. This separation prevents conclusions that appear numerical but are based on non-uniform measurements.

Descriptive Statistics

The average perception score for working hours was 3.61 with a standard deviation of 0.76. The average performance score was 3.79 with a standard deviation of 0.82. Both averages were above the midpoint of the scale of 1–5, so in general respondents gave a positive assessment. However, the average score does not mean that every aspect is optimal. The difference in score between points helps to show the relatively stronger parts and the parts that can still be noticed by the company.

Table 2. *Descriptive statistics of research variables*

Size	Working hours (X)	Performance (Y)
------	-------------------	-----------------

Size	Working hours (X)	Performance (Y)
Number of respondents	92	92
Average	3,61	3,79
Default deviation	0,76	0,82
Scale range	1–5	1–5

For the work hours item that entered the main score, the highest average was the statement that the working hours provided enough time to complete the work, which was 3.73. The lowest score was the suitability of working hours with tasks and responsibilities, of 3.42. This difference indicates that the adequacy of the completion time was rated relatively better than the match of the clock setting with a variety of tasks. This value is a summary of the respondents' answers, not an objective evaluation of each work schedule.

Table 3. *Average statements about working hours*

Statement of working hours	Average
Working hours according to duties and responsibilities	3,42
The division of working hours or schedules is clear	3,72
Enough working time to get the job done	3,73
Rest time during adequate working hours	3,57
Rarely working more than the set hours	3,61

For performance, the highest average was found in efforts to deliver the best work results, which was 3.90. The lowest average among the items reviewed was the ability to handle the workload, which was 3.65. Both remain above the midpoint of the scale, but the order gives a hint at reading the results in more detail: willingness to do the best work appears to be relatively strong, while experience in handling workloads can be an area of monitoring. Because these differences are descriptive, the study did not conclude that a particular workload has led to lower performance.

Instrument Consistency and Score Formation

An internal consistency check yields a Cronbach alpha of 0.858 for the five items of working hours that make up the main score. For 16 performance items, the alpha is 0.975. The number indicates good internal consistency on the work-hours scale and very high on the performance scale. The alpha value does not prove the validity of the content or the validity of the construct by itself; it only provides information about the linkage of the answers between items in the calculated scale. Very high performance values can also arise

when multiple items measure adjacent aspects, so interpretation still needs to consider the content of each statement.

Table 4. *Internal consistency of research instruments*

Scale	Number of items	Cronbach alpha	Remarks
Working hours, main score	5	0,858	Good internal consistency
Working hours, all items after reversal	6	0,638	Sensitivity analysis
Employee performance	16	0,975	Very high internal consistency

One item of working hours read that too long working hours made the respondent feel tired. Because the redaction was negative, the score was flipped first to equalize with the other items. Nonetheless, the item had a corrected item-total correlation that went in the opposite direction after the reversal and made the alpha of six items drop to 0.638. Based on the findings, the main score used five items that were consistent in direction. This choice was reported openly because it was done after an examination of the data, rather than being set as a pre-registration decision. As a sensitivity check, regression was also calculated with all six items of working hours after the exhaust items were reversed. The coefficient direction remained positive and the robust HC3 test remained significant, with R^2 of 27.2%, $F(1,90)$ of 12.698 and $p = 0.0006$. These results show that conclusions regarding the direction of the relationship do not only arise because one item is excluded, although the consistency quality of the six-item scale is lower.

Simple Linear Regression Results

Simple linear regression was used to test whether a better perception of working hours was associated with higher performance scores. With X as an average of five items of working hours and Y as an average of 16 items of performance, the estimated equation obtained is $\hat{Y} = 1.659 + 0.590X$. The constant of 1.659 is the mathematical prediction value when X is zero. Since the observation score is in the range of 1–5, the constant does not need to be interpreted as the employee's real condition. The regression coefficient of 0.590 indicates that a one-point increase in the perception score of working hours is related to an increase in the average predictive performance score of 0.590 points. This increase represents a predictive change on a composite scale, rather than a 0.590 increase in objective productivity units or evidence that a change in schedule directly causes a change in performance. The positive coefficient is also in line with a sample correlation of 0.545, which indicates a positive association with moderate strength.

Table 5. *Summary of simple linear regression models*

Parameter	Value
Number of respondents	92
Correlation coefficient (r)	0,545
R ²	0,297
R ² customized	0,289
F model OLS (1,90)	37,972; p < 0.001
F Wald robust HC3 (1,90)	12,533; p = 0.0006

An R² value of 0.297 means that approximately 29.7% of the variation in the performance score in the sample can be explained by the linear relationship to the hours of work score used in this model. The adjusted R² of 0.289 corrects for the sample size and the number of predictors. The remaining 70.3% should not be directly interpreted as a contribution of a specific factor. The section includes variations not described by the model, including factors not measured, individual variations, measurement errors, and possible forms of relationships that are not captured by simple regression.

Residual Examination and Inference Selection

The Breusch–Pagan test yielded LM = 5.078 with p = 0.024. At the 5% level, this result showed an indication of heteroscedasticity, i.e. the residual variety was not constant at all levels of X score. The Jarque–Bera test yielded a value of 29.763 with p < 0.001, so the residual also did not follow the normal distribution according to the test. These two findings were noted so that the results did not only contain significant coefficients without explaining the condition of the model.

Table 6. *Residual examination results*

Inspection	Statistics	p-value	Interpretasi
Breusch–Pagan	LM = 5.078	0,024	There are indications of heteroscedasticity
Jarque–Bera	JB = 29,763	< 0.001	Abnormal residual according to the test

Therefore, the HC3 standard error is used as the primary basis for coefficient testing. The HC3 correction adjusts the uncertainty estimate to the non-constant residual variety and the influence of leveraged observations. This correction does not change the OLS coefficient of 0.590 nor does it address measurement limitations, abnormal residuals, or possible missed

variables. Therefore, the robust p value is read along with sample size, study design, and model limitations.

t-test, f-test, and hypothesis decision

The null hypothesis (H_0) states that the coefficient of the relationship between hours worked and performance is equal to zero. The alternative hypothesis (H_1) states that the coefficient is not equal to zero; the coefficient sign is used to read the direction of the relationship. The bidirectional test is used at a significance level of 5%. In conventional testing, the work-hours coefficient yields $t(90) = 6.162$ with $p < 0.001$. Since residual examination shows heteroscedasticity, a more conservative result for the primary decision is $t \text{ robust HC3}(90) = 3.540$ with $p = 0.0006$. This value remains smaller than 0.05, and the 95% robust confidence interval for the coefficient is in the range of 0.259 to 0.921, which does not include zero.

The conventional F-test for model feasibility yields $F(1.90) = 37.972$ with $p < 0.001$. With robust inference, the Wald test $F(1.90) = 12.533$ with $p = 0.0006$. In regressions that have only one predictor, the t-coefficient test and the F-model significance test test the same relationship; the F statistic is the statistical square of t and the results are consistent. Based on the robust p-value, H_0 is rejected and the data support a positive linear relationship between perception of working hours setting and respondents' reported performance. This decision is a statistical conclusion in the sample and design of this study.

Table 7. Regression coefficient with standard error HC3

Variabel	B	SE HC3	t robust	p	IK 95% robust
Working hours (X)	0,590	0,167	3,540	0,0006	0,259–0,921

Discussion

The relationship between hours worked and performance

Key findings show a positive relationship: respondents who rated their work hours more appropriate, clear, sufficient to complete tasks, and providing adequate rest were more likely to report higher performance scores. This pattern makes sense operationally because a clear schedule helps employees plan work sequences, divide labor throughout shifts, and know when tasks need to be completed. Rest time can also help maintain work readiness. However, these mechanisms are a possible explanation, not one that was directly tested by the data in this study.

These results are in line with the description in a literature review that working conditions and organizational support are related to performance. Simanjuntak, as quoted in Daryanto and Suryanto (2022, p. 105) places organizational support and management support as elements that can affect a person's ability to work. Kasmir (2016, p. 189) also

describes a number of factors related to work outcomes and behaviors, including ability, work design, motivation, leadership, satisfaction, commitment, and discipline. The results of this study add evidence in the context of the sample studied that the perception of working hours is related to performance, but does not state that these other factors have been controlled or can be ignored. The word "influence" in the title of the study is commonly used in regression analysis, but the cross-sectional survey design does not set the schedule experimentally and does not establish a strong causal sequence. Employees with better performance may also rate their schedules more positively, or both assessments are influenced by other conditions. Therefore, the most appropriate term to interpret the findings is a positive and significant statistical association or association, not causal evidence that changes in working hours necessarily increase performance.

Regulatory aspects to consider

In the work hours dimension, the fit of schedules with tasks and responsibilities had the lowest average score among the five main items, at 3.42. Companies can use these results as a signal to review whether shift splitting has taken into account the type of tasks, the volume of work in a given period, and the need for coordination between teams. These findings do not indicate that the entire current schedule is not appropriate; it simply shows that respondents rated that aspect relatively lower than other aspects of the scale. A rest adequacy score of 3.57 and a score of 3.61 for working less than schedule indicate two aspects that are also worth monitoring regularly. Managers can ensure that schedule information is delivered early, load sharing on busy shifts is reviewed, and rest time can be used as planned. If overtime needs arise, companies can record the frequency, duration, reason, and units that experience it most often. This recording will help distinguish temporary operational needs from ongoing work patterns.

On the performance scale, the ability to handle workloads obtained the lowest relative score, 3.65, while efforts to deliver the best work results obtained the highest average, 3.90. This difference suggests that monitoring should focus not only on employee willingness or attitude, but also on the suitability of the volume of tasks and available resources. Examples of follow-up that can be considered are comparing the volume of tasks per shift, completion time, error rates, assistance needs, and employee assessments. The study did not have data to set a target number for these indicators, so operational targets need to be set based on company records and applicable work standards.

Meaning of coefficient of determination

The model's contribution of 29.7% needs to be explained as the proportion of performance score variation that can be statistically explained by a single predictor in the model, rather than the percentage of performance caused by hours worked. The value suggests that the setting of working hours has a meaningful relationship in the sample, but the model does not include many other conditions that may be relevant. The list of factors in the literature review, such as competence, motivation, supervisor support, work design, satisfaction, and discipline, may be the next direction of the study, but cannot be stated as an

explanation for the remaining 70.3% without separate measurements and testing.

Practical implications

Based on this pattern, managers can initiate improvements from verifiable practices: compile schedules with tasks and manpower requirements in mind, inform schedule changes as soon as possible, ensure break times are listed and enforceable, and record work that goes beyond the set hours. Evaluations can be conducted periodically by comparing employees' perceptions of operational data, such as task completion, punctuality, work errors, and volume of work per shift. Operational data is necessary so that decisions do not rely solely on a single source of assessment.

Management can also use periodic short surveys to find out about changes in assessment after the schedule is adjusted. If the perception score improves but the objective performance indicators do not change, the company can reassess whether other factors are hindering results. Conversely, if the schedule change is followed by consistent performance improvements across multiple periods and units, the company's internal evidence will be stronger to determine policy. This study provides an initial basis for such monitoring, rather than a measure of before-after evaluation.

Research Limitations

The results must be read with some limitations in mind. First, the data comes from 92 employees in one work area, so the findings are not automatically representative of all employees of Lion Parcel or other logistics companies. Second, the variables of working hours and performance are measured through the answers of the same respondents' questionnaires. The similarity of measurement sources can make the relationship appear stronger or weaker due to perception, atmosphere when filling, or tendencies to give certain answers. This performance data is self-reported performance, not the results of superiors' assessments or operational records.

Third, the primary X measure describes the perception of the quality of the working hours setting and not the actual total hours worked. The average hours per day column was not used in the regression because the format was not uniform. Fourth, the decision to exclude the fatigue item from the main score was made exploratively after a consistency check; therefore, the test with all six items was also presented as sensitivity. Fifth, the model had only one predictor and did not include other factors that might be related to performance. Heteroscedasticity and abnormal residual also limit the use of ordinary OLS inferences; the HC3 error standard was used to reinforce the test, but did not remove design and measurement limitations. Advanced research can use a consistent format of working hours in units of hours, blend questionnaires with attendance records and verified performance indicators, and involve more than one work site. Data collection at multiple times can help assess changes after schedule policies are updated. Broader models can also test workload, fatigue, rest time, employer support, length of work, or work environment, as long as those variables are measured with appropriate instruments.

CONCLUSION

The study of 92 employees of PT Lion Parcel Express in the Halim area, Jakarta, found a positive linear relationship between perception of working hours and employee-reported performance. The average score of working hours based on five main items was 3.61, while the average performance of 16 items was 3.79 on a scale of 1–5. Among the aspects of working hours measured, the suitability of schedules with tasks and responsibilities obtained the lowest average (3.42), while the adequacy of time to complete work obtained the highest average (3.73). In the summarized performance indicators, efforts to provide the best results obtained the highest score (3.90), while the ability to handle workloads obtained the lowest score relative (3.65).

The model yielded an equation $\hat{Y} = 1.659 + 0.590X$ with R^2 of 0.297 and adjusted R^2 of 0.289. Since residual tests indicated heteroscedasticity, the main inferential decision was based on HC3's robust standard error. The robust t-test yielded $t(90) = 3.540$ and $p = 0.0006$; the robust Wald F test yielded $F(1,90) = 12.533$ with $p = 0.0006$. Thus, at the 5% level, H_0 was rejected and the data supported a significant positive relationship between the perception of working hours setting and performance in the study sample. Approximately 29.7% of the variation in performance scores was explained by the single-predictor model. This conclusion does not mean that the addition or reduction of working hours necessarily leads to a change in performance. Variable X primarily reflects an employee's assessment of the suitability and adequacy of working time arrangements, while variable Y is an assessment of performance through questionnaires. The design of cross-sectional surveys, the use of the same data sources, the coverage of one region, and the absence of other factors limit cause-and-effect conclusions as well as generalizations of results.

Companies can review the fit of schedules with tasks, clarity of time division, implementation of break time, and work patterns that exceed schedule. Reviews should use shift-based operational records and employee feedback so that improvements can be directed to units or periods that do require adjustment. The ability to handle workloads that have the lowest relative scores can be one aspect to monitor along with the volume of work and support available. To obtain stronger evidence, subsequent research is recommended using actual measurement of working hours in a uniform numerical format, combining questionnaire scores with objective performance indicators, and collecting repetitive data from multiple periods or locations. Follow-up research can also add theoretically relevant variables, such as workload, fatigue, employer support, or work environment, and then test their contributions separately. With this step, the analysis can distinguish the relationship between working hours management from other factors and provide a stronger basis for managerial decisions.

REFERENCE

- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Prenadamedia Group.
- Daryanto, & Suryanto, B. (2022). *Manajemen penilaian kinerja karyawan* (Edisi revisi). Gava Media.

- Kasmir. (2016). *Manajemen sumber daya manusia: Teori dan praktik*. RajaGrafindo Persada.
- Kasmir. (2019). *Manajemen sumber daya manusia*. Rajawali Pers.
- Kosasih, E., & Soewedo, H. (2009). *Manajemen perusahaan pelayaran* (Edisi ke-2). Rajawali Pers.
- Kristiawan, M., Safitri, D., & Lestari, R. (2017). *Manajemen pendidikan*. Deepublish.
- Mangkunegara. (2017). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Neksen, A., Wadud, M., & Handayani, S. (2021). Pengaruh beban kerja dan jam kerja terhadap kinerja karyawan pada PT Grup Global Sumatera. *Jurnal Nasional Manajemen Pemasaran dan SDM*, 2(2), 105–112. <https://doi.org/10.47747/jnmpsdm.v2i2.282>
- Robbins, S. P., & Judge, T. A. (2016). *Perilaku organisasi* (Edisi ke-16). Salemba Empat.
- Susan, E. (2019). Manajemen sumber daya manusia. *Adaara: Jurnal Manajemen Pendidikan Islam*, 9(2), 952–962. <https://doi.org/10.35673/ajmpi.v9i2.429>
- Wahyu, E. E., Kusuma, E. A., Hasan, H., Himma, M., Fiernaningsih, N., Wilujeng, S., & Realita, T. N. (2021). *Manajemen sumber daya manusia*. Polinema Press.
- Yusuf, F. A., & Maliki, B. I. (2020). *Manajemen sumber daya manusia: Suatu pendekatan fungsional teoretis dan aplikatif*. Rajawali Pers.