

## **The Role of Work Flexibility, Social Support, and Leadership in Improving Employee Performance in the Government and Regional Autonomy Bureau of the Aceh Governor's Office**

**Desi Haswita, Edi, Haris Prasetya, Khaliluddin, Romi Syahputra & Supriadi\***

Master of Management Study Program, Universitas Islam Sumatera Utara, Indonesia

### **Abstract**

This study aims to analyze the influence of work flexibility, social support, and leadership on employee performance in the Bureau of Government and Regional Autonomy of the Aceh Governor's Office. The research sample consisted of 45 employees who were selected purposively. Data collection was carried out using a questionnaire measured through the Likert scale, and data analysis was carried out using the multiple linear regression method to determine the influence of the three independent variables on employee performance. The results of the study show that work flexibility, social support, and leadership have a positive and significant influence on employee performance. Social support was found to have the strongest influence, with a beta coefficient of 0.38, followed by leadership at 0.31 and work flexibility at 0.25. These findings are in line with the theories of job design, social support, and transformational leadership, which emphasize the importance of flexible work policies, strong social support, and participatory leadership styles in increasing productivity. In conclusion, human resource management in government agencies needs to integrate these three factors to create a conducive work environment and encourage optimal employee performance. The implications of this research are also relevant for improving bureaucratic efficiency in the public sector.

**Keywords:** Work Flexibility; Social Support; Leadership; Employee Performance; Bureaucracy.

**How to Cite:** Haswita, D., Edi. Prasetya, H., Khaliluddin., Syahputra., & Supriadi., (2025), The Role of Work Flexibility, Social Support, and Leadership in Improving Employee Performance in the Government and Regional Autonomy Bureau of the Aceh Governor's Office. *Economics, Business and Management Science Journal*, 5(1) 2025: 42-49,

\*E-mail: [advsupriadi@fe.uisu.ac.id](mailto:advsupriadi@fe.uisu.ac.id)

ISSN 2775-3794 (Online)

## **INTRODUCTION**

The introduction of this study aims to examine the role of work flexibility, social support, and leadership in improving employee performance in the Government and Regional Autonomy Bureau of the Aceh Governor's Office. In the era of globalization that continues to grow rapidly, the bureaucracy in the government is required to be more effective and efficient in carrying out its duties. A government that is responsive to the needs of the community depends heavily on the performance of existing employees (Mahsyar, 2011). Therefore, understanding the factors that affect employee performance is very important to create a better bureaucracy. Work flexibility has become one of the growing issues in the modern world of work. Flexible working conditions are considered a way to increase employee productivity because they allow them to adapt their work schedules to their personal needs, without reducing job responsibilities (Ahmetya et al., 2023). In a government environment that tends to have strict rules, work flexibility can be a solution to increase employee motivation and job satisfaction, which ultimately has an impact on their performance.

In addition to work flexibility, social support from superiors, co-workers, and the organizational environment also plays an important role in improving employee performance (Fattah, 2014). This social support includes emotional encouragement, practical assistance, and moral support provided by parties in the work environment. Strong social support can reduce work stress and improve employees' mental well-being, so they can work more optimally (Tanjung, 2024).

Leadership is another factor that is no less important in influencing employee performance. Effective leaders are not only able to provide clear direction and policies, but are also able to inspire employees to work better (Kohar, 2018). A democratic and participatory leadership style tends to create a positive work environment, where employees feel valued and motivated to give their best in their jobs (Saputra, 2022). In the context of bureaucracy, especially in the Bureau of Government and Regional Autonomy of the Aceh Governor's Office, these three factors, namely work flexibility, social support, and leadership, are very relevant to be researched. This bureau serves as a liaison between the central and regional governments, which means it has a great responsibility in ensuring that government policies run well in the regions. High employee performance is very necessary to support this bureaucratic function.

This research is important because it provides a deeper understanding of how these factors can interact with each other to affect employee performance. Thus, the results of this study are expected to provide useful recommendations for policymakers in the government, especially in terms of human resource management. Furthermore, this research is also relevant considering the increasing need for efficiency and effectiveness in government. Rigid working conditions and overly strict hierarchies are often obstacles for employees to optimize their potential. With work flexibility and social support, employees are expected to be more flexible in their work, without having to sacrifice the quality of their work.

Good leadership is also key in managing complex government organizations. Leaders who are able to understand employee needs, provide support, and create a conducive work climate will help in achieving organizational goals (Damanik, 2020). This is especially important in government organizations that are often faced with various challenges and complex political dynamics. In addition, this study will also identify possible obstacles in the implementation of work flexibility, social support, and leadership within the Regional Government and Autonomy Bureau. Thus, the results of this study are expected not only to provide solutions to existing problems, but also to help local governments in formulating more appropriate policies to improve employee performance.

Furthermore, this research is expected to be a reference for other government agencies that want to apply a similar approach in managing their employees. The experience of the Aceh Governor's Office of Government and Regional Autonomy can be a model for bureaucracies in other regions that want to improve the performance of their employees. Ultimately, the focus of this research is to show that good human resource management, which includes work flexibility, social support, and effective leadership, can be key in creating a more responsive and productive



bureaucracy. Employees who feel supported, both emotionally and structurally, tend to perform better, which in turn will improve the quality of public services.

By understanding the importance of these three factors, the government is expected to take the necessary steps to create a better working environment for employees. This will not only have a positive impact on employee performance, but also on the overall performance of the organization.

## **RESEARCH METHODS**

This study uses a quantitative approach with a survey method (Machali, 2021) to collect data on the role of work flexibility, social support, and leadership in improving employee performance in the Bureau of Government and Regional Autonomy of the Aceh Governor's Office. The sample of this study consisted of 45 employees working in the Bureau of Government and Regional Autonomy, who were selected through purposive sampling techniques.

The research design used in this study is a quantitative descriptive design with the aim of identifying the relationship between independent variables (work flexibility, social support, and leadership) and dependent variables (employee performance) (Sugiyono, 2017). This design was chosen to get an empirical picture of the role of these three variables in improving employee performance.

The population in this study is all employees working in the Bureau of Government and Regional Autonomy of the Aceh Governor's Office. Based on available data, the number of employees in this bureau is around 120 people. From this population, the sample taken was 45 employees selected using the purposive sampling technique, with the criterion that the selected respondents were employees who had worked for at least two years, so that they had sufficient experience regarding working conditions, social support, and leadership in the bureau (Retnawati, 2017).

The data in this study was collected using a questionnaire distributed to the research sample. The questionnaire consists of several sections designed to measure the variables studied, namely work flexibility, social support, leadership, and employee performance. Each variable was measured using a 5-point Likert scale, where respondents were asked to give an assessment of statements that had been compiled based on the indicators of each variable. The questionnaire used in this study has been tested for validity and reliability in previous studies (Jogiyanto Hartono, 2018).

### **Variable Operational Definition**

- **Work Flexibility:** Work flexibility in this study is defined as the extent to which employees have freedom in managing their working hours, workplace, and way of working. The indicators used include time flexibility, workplace flexibility, and work method flexibility.
- **Social Support:** Social support is measured based on the extent to which employees receive support from their employers, coworkers, and organizations. Indicators of social support include emotional support, practical help, and support in decision-making.
- **Leadership:** Leadership is defined as the leadership style applied by superiors in managing employees. The leadership styles measured include participatory, transformational, and transactional leadership.
- **Employee Performance:** Employee performance is measured based on the employee's ability to complete tasks, responsibilities, and contributions to the achievement of organizational goals. Employee performance indicators include productivity, work quality, and efficiency.

After the data is collected, the analysis is carried out using statistical software, namely SPSS (Statistical Package for the Social Sciences) (Marwan et al., 2023). Data analysis is carried out in several stages:

- **Descriptive Analysis:** This analysis is conducted to provide an overview of the characteristics of the respondents, such as age, gender, and length of work, as well as to describe the average score of each variable measured in the study.



- **Validity and Reliability Test:** Before further analysis, the validity and reliability test of the questionnaire is carried out to ensure that the instrument used has good validity and is consistent in measuring the variables studied. The validity test was carried out using the item-total correlation method, while the reliability test was carried out by calculating the value of Cronbach's Alpha.
- **Pearson Correlation Analysis:** To test the relationship between work flexibility, social support, and leadership on employee performance, Pearson correlation analysis was used. This analysis aims to find out whether there is a significant relationship between independent variables and dependent variables.
- **Multiple Linear Regression:** Furthermore, to find out how much work flexibility, social support, and leadership influence employee performance, multiple linear regression analysis is used. This analysis will provide information about the contribution of each independent variable to the dependent variable.

In multiple linear regression analysis, several classical assumption tests are performed to ensure that the model used is appropriate, including:

- **Normality Test:** To ensure that the data is normally distributed, the Kolmogorov-Smirnov or Shapiro-Wilk tests are used.
- **Multicollinearity Test:** This test is performed to ensure there is no very strong linear relationship between independent variables, which is measured through the Variance Inflation Factor (VIF) value.
- **Heteroscedasticity Test:** This test is performed to ensure that the variance of the residual is homogeneous, which can be seen through scatterplot graphs or the Gleejser test.

The results of the statistical analysis will be interpreted based on the correlation coefficient and regression coefficient. The relationship between variables is declared significant if the p-value (significance) is less than 0.05. If the results of the analysis show a significant relationship, then the research hypothesis is accepted. Conversely, if there is no significant association, then the research hypothesis is rejected.

## **RESULTS AND DISCUSSION**

This study was conducted to examine the influence of work flexibility, social support, and leadership on employee performance in the Government and Regional Autonomy Bureau of the Aceh Governor's Office. Based on the research method described earlier, as many as 45 employees have participated in this study, and the results obtained are described as follows:

### **Characteristics of Respondents**

Descriptive data shows the characteristics of the respondents who participated in this study. Of the 45 respondents:

- **Gender:** 58% of respondents are male and 42% are female.
- **Age:** Respondents had an age range between 25 to 50 years, with the majority aged 31–40 years (60%).
- **Length of Employment:** Most respondents have worked for more than 5 years (65%), while the rest have between 2–5 years of work experience (35%).

### **Variable Descriptive Analysis**

Each variable measured was analyzed descriptively to provide an initial picture of employees' perceptions of their work flexibility, social support, leadership, and performance.

- **Work Flexibility:** The average work flexibility score is 3.8 out of 5, which indicates that employees generally feel they have a sufficient level of flexibility in terms of time and workplace, although some employees feel that the flexibility space can still be improved.
- **Social Support:** The average social support score is 4.0 out of 5. This shows that most employees feel that they get good social support from colleagues and superiors, both in the form of emotional and practical help.

- Leadership: The average leadership score is 3.9 out of 5. This indicates that employees are quite satisfied with the leadership style applied, especially in terms of participation and transformationality, although there is still room for improvement.
- Employee Performance: The average employee performance score is 4.1 out of 5, which indicates that employees feel that they have a good level of performance in completing their tasks and responsibilities.

### Validity and Reliability Test

Before conducting further analysis, a validity and reliability test of the questionnaire was carried out. The validity test results showed that all the statement items in the questionnaire had an item-total correlation value above 0.30, which means that the questionnaire was valid. The results of the reliability test showed that the Cronbach's Alpha value for each variable was above 0.70, so the instrument was considered reliable and consistent in measuring the research variables.

### Pearson Correlation Analysis

The results of Pearson's correlation analysis showed that there was a significant relationship between the three independent variables (work flexibility, social support, and leadership) and the dependent variable (employee performance). The details of the correlation are as follows:

- Work Flexibility and Employee Performance: The value of the correlation coefficient between work flexibility and employee performance is 0.45 ( $p < 0.05$ ), which indicates a moderate positive relationship. This indicates that the more flexible the working conditions of employees, the higher their performance.
- Social Support and Employee Performance: The correlation coefficient between social support and employee performance was 0.60 ( $p < 0.05$ ), indicating a strong positive relationship. Employees who feel good social support from colleagues and superiors tend to have better performance.
- Leadership and Employee Performance: The value of the correlation coefficient between leadership and employee performance is 0.55 ( $p < 0.05$ ). This shows that there is a moderate positive relationship between the leadership style applied and employee performance.

### Multiple Linear Regression Analysis

To find out how much influence each independent variable has on employee performance, multiple linear regression analysis is carried out. The results of the regression analysis are shown in the following table:

Variable	Beta Coefficient	Significance (p)
Work Flexibility	0,25	0,032
Social Support	0,38	0,001
Leadership	0,31	0,015

From the table above, it can be seen that all independent variables (work flexibility, social support, and leadership) have a significant effect on employee performance with a  $p < 0.05$ . The beta coefficient shows the magnitude of the influence of each variable:

- Work Flexibility: Positive and significant effect with a beta coefficient of 0.25. This means that an increase in work flexibility by one unit will increase employee performance by 0.25 units, after being controlled by other variables.
- Social Support: Most influential with a beta coefficient of 0.38. Good social support contributes the most to improving employee performance, showing that social interaction and support from the work environment are essential.



- Leadership: Positive and significant effect with a beta coefficient of 0.31. An effective leadership style is able to significantly improve employee performance, especially in terms of participation and inspiration from leaders.

### **Classical Assumption Test**

Before drawing conclusions from the results of the regression analysis, several classical assumption tests are performed to ensure that the regression model used qualifies:

- Normality Test: The results of the Kolmogorov-Smirnov test show that the data are normally distributed ( $p > 0.05$ ), so the assumption of normality is met.
- Multicollinearity Test: The test results show that the VIF values for all independent variables are below 10, which means that there are no multicollinearity issues in the model.
- Heteroscedasticity Test: The results of the Glejser test showed that there were no heteroscedasticity problems in the model ( $p > 0.05$ ).

### **DISCUSSION**

Based on the results of the research that has been presented, work flexibility, social support, and leadership are proven to have a significant influence on employee performance in the Government and Regional Autonomy Bureau of the Aceh Governor's Office. These three variables have different contributions to improving employee performance, and these findings are in line with previous theories and research that explain the importance of these factors in the work environment.

#### **Work Flexibility and Employee Performance**

The results showed that work flexibility had a positive and significant influence on employee performance, with a beta coefficient of 0.25. This shows that employees who are given flexibility in managing time and workplace tend to have better performance. Work flexibility gives employees the freedom to adjust their work schedules to their personal needs, so they can be more focused and productive at work. This finding is consistent with the job design theory put forward by (Birnbaum et al., 1986), where flexibility in work is part of task autonomy that can improve intrinsic motivation and employee performance. In addition, these results are also supported by research conducted by (Ahmetya et al., 2023), which found that work flexibility can improve work-life balance, which ultimately has a positive impact on performance. In the context of government bureaucracy, work flexibility is still a relatively new concept, but the results of this study indicate that the implementation of flexible policies, such as flextime or remote work, can provide advantages for employees in improving their work efficiency and productivity. The government needs to consider work flexibility as part of a more adaptive human resource management policy.

#### **Social Support and Employee Performance**

Social support was found to be the variable that had the strongest influence on employee performance, with a beta coefficient of 0.38. High social support from colleagues, employers, and the organization as a whole allows employees to feel more valued and cared for, which in turn increases their motivation and commitment to work. These findings are in line with the theory of social support which explains that emotional, practical, and moral support from the work environment can reduce psychological pressure and improve employee well-being. According to research (Nurhabiba, 2020), social support in the workplace functions as a buffer or protector against work stress, so that employees who feel supported will tend to be more productive and effective in their work. Previous research by (Cohen & Wills, 1985) also found that social support had a strong relationship with individual performance, especially in the context of stressful work. In this study, employees who felt support from colleagues and superiors tended to be able to work more efficiently and have better performance. This emphasizes the importance of creating a supportive work climate in the Bureau of Government and Regional Autonomy to ensure that employees feel supported professionally and personally.



### **Leadership and Employee Performance**

Leadership also has a significant positive influence on employee performance, with a beta coefficient of 0.31. These findings emphasize that the leadership style applied in the Bureau of Government and Regional Autonomy plays an important role in driving employee performance. Leaders who are able to provide clear direction, motivate, and involve employees in the decision-making process will be able to improve employee performance. These findings are consistent with the transformational leadership theory put forward by (Quinn, 2011), where transformational leaders are able to motivate employees to work beyond their expectations through inspiration, intellectual stimulation, and attention to individual needs. Transformational leadership has proven effective in a variety of organizational contexts, including government bureaucracy, where adaptive and participatory leaders are able to create a more conducive and productive work environment. Research by (Mohamad Aditya Wirabudi Kusumah, 2019) supports these findings, where transformational and participatory leadership styles have a positive correlation with employee performance. In the Aceh Governor's Office of Government and Regional Autonomy Bureau, leadership that is able to involve employees in decision-making and provide opportunities to contribute directly will increase work motivation and encourage employees to provide optimal work results.

### **Integration of Work Flexibility, Social Support, and Leadership Factors**

The results of the study show that these three variables together affect employee performance. Work flexibility provides space for employees to balance their personal and professional lives, while social support ensures that they feel supported in the face of work pressure. Meanwhile, effective leadership provides clear direction and motivation to achieve better performance. This study underlines the importance of integrating these three aspects in human resource management policies in government agencies. According to (Judge & Robbins, 2013), an organization that is able to combine a flexible work environment, good social support, and effective leadership will create optimal conditions for employee performance. These three factors work synergistically to increase employee intrinsic motivation, reduce work stress, and encourage employees to work more productively.

### **CONCLUSION**

Based on the results of the study that has been explained, it can be concluded that work flexibility, social support, and leadership significantly affect employee performance in the Government and Regional Autonomy Bureau of the Aceh Governor's Office. These three variables contribute differently but complement each other in creating a productive and conducive work environment. First, work flexibility plays a role in providing space for employees to balance between work demands and personal needs. Employees who feel flexibility in managing their time and workplace tend to have better performance, because they are able to reduce stress and improve work focus. These findings suggest that flexibility policies, such as work-from-home or flextime, can be an important strategy in increasing employee productivity. Second, social support from colleagues and superiors has proven to have the strongest influence on employee performance. Employees who feel emotionally and practically supported are better able to deal with work pressures and work more efficiently. This shows the importance of building a supportive work climate, where collaboration and solidarity between employees can continue to be improved. Good social support will provide a sense of comfort and additional motivation for employees to work more optimally. Third, effective leadership, especially transformational leadership styles, plays an important role in improving employee performance. Leaders who are able to inspire, involve employees in decision-making, and provide clear direction will encourage employee motivation and dedication. Therefore, leadership development in the bureaucratic environment needs to be strengthened to create a participatory leadership style and be able to maximize employee potential. The conclusion of this study emphasizes that the combination of



work flexibility, social support, and effective leadership is the key to improving employee performance in the government bureaucracy. The government, especially in the Government and Regional Autonomy Bureau of the Aceh Governor's Office, is expected to implement policies that support these three aspects synergistically, to create a more flexible, supportive, and motivating work environment. The implementation of these strategies will contribute to increasing employee productivity and performance efficiency, and ultimately support the achievement of overall organizational goals.

## REFERENCES

- Ahmetya, A. R., Setyaningrum, I., & Tanaya, O. (2023). Era Baru Ketenegakerjaan: Fleksibilitas Pekerja Digital Pada Era Revolusi Industri 4.0. *Sang Pencerah: Jurnal Ilmiah Universitas Muhammadiyah Buton*, 9(4), 1001-1015.
- Birnbaum, P. H., Farh, J.-L., & Wong, G. Y. (1986). The job characteristics model in Hong Kong. *Journal of Applied Psychology*, 71(4), 598.
- Cohen, S., & Wills, T. A. (1985). Stress, social support, and the buffering hypothesis. *Psychological Bulletin*, 98(2), 310.
- Damanik, M. (2020). Artikel Pengaruh Kepemimpinan, Motivasi, Dan Remunerasi Terhadap Budaya Kerja Dan Peningkatan Kinerja Pegawai Di Lingkungandirektorat Jenderal Pajak Kpp Pratama Pematang Siantar. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 2(1), 194-212.
- Fattah, H. (2014). *Perilaku Pemimpin dan Kinerja Pegawai*. Yogyakarta: Penerbit Elmatara.
- Jogiyanto Hartono, M. (2018). *Metoda pengumpulan dan teknik analisis data*. Penerbit Andi.
- Judge, T., & Robbins, S. (2013). Motivation concepts. *Organizational Behavior*, 201-238.
- Kohar, A. (2018). Gaya Kepemimpinan Dan Motivasi Terhadap Kinerja Pegawai Di Lembaga Amil Zakat Marhamah Maimanah. *Islamic Management: Jurnal Manajemen Pendidikan Islam*, 1(01).
- Machali, I. (2021). *Metode penelitian kuantitatif (panduan praktis merencanakan, melaksanakan, dan analisis dalam penelitian kuantitatif)*. Fakultas Ilmu Tarbiyah dan Keguruan Universitas Islam Negeri (UIN) Sunan ....
- Mahsyar, A. (2011). Masalah pelayanan publik di Indonesia dalam perspektif administrasi publik. *Otoritas: Jurnal Ilmu Pemerintahan*, 1(2).
- Marwan, M. P., Konadi, W., Kamaruddin, S. P., & Sufi, I. (2023). *Analisis Jalur dan Aplikasi SPSS Versi 25: Edisi Kedua*. Merdeka Kreasi Group.
- Mohamad Aditya Wirabudi Kusumah, A. (2019). *Hubungan persepsi gaya kepemimpinan transformasional dengan job crafting*. Doctoral dissertation, UIN Sunan Ampel Surabaya.
- Nurhabiba, M. (2020). Social support terhadap work-life balance pada karyawan. *Cognicia*, 8(2), 277-295.
- Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. Jossey-Bass.
- Retnawati, H. (2017). Teknik pengambilan sampel. *Disampaikan Pada Workshop Update Penelitian Kuantitatif, Teknik Sampling, Analisis Data, Dan Isu Plagiarisme*, 1-7.
- Saputra, T. S. D. (2022). *PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL, MOTIVASI KERJA, DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN (Studi Empiris Pada Karyawan PT. Telkom area Magelang)*. Universitas Muhammadiyah Magelang.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Alfabeta.
- Tanjung, O. L. (2024). Dukungan Sosial Sebagai Variabel Moderator dalam Hubungan Antara Kesejahteraan Psikologis dengan Stress Kerja pada Pekerja Paruh Waktu. *Comit: Communication, Information and Technology Journal*, 2(2), 407-418.