

UNVEILING EMPLOYEE PERFORMANCE INFLUENCERS

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Abstract

This study analyses how work environment comfort, leadership, time management and employee engagement affect employee performance. Data was collected randomly, with any individual who met the set criteria potentially being part of the sample. The results show that the work environment has an impact on employee engagement but not on employee performance. On the other hand, leadership and time management affect employee engagement and employee performance. In addition, employee engagement itself is significantly related to employee performance. This study concludes that leadership has the greatest influence in determining employee engagement and employee performance.

Keywords: work environment comfort, leadership, time management, employee engagement, employee performance.

INTRODUCTION

One aspect that is very relevant and influential in carrying out government tasks is the availability of quality human resources (Mulia & Saputra, 2021). To achieve its goals, the government must be able to manage and utilise the existing workforce effectively (Ardiansyah & Artadita, 2021). The success of an organisation can only be realised when its employees have superior quality. In this context, an appraisal system known as Employee Performance Targets is one method to evaluate employee performance and their contribution to the organisation (Sari, 2022).

Based on the performance evaluation data of Civil Servants documented in the State Civil Apparatus statistics book published by the National Civil Service Agency in 2019, most Civil Servants throughout Indonesia received performance assessments in the very good and good categories. This assessment is based on the achievement of employee performance targets, one of the aspects of the performance assessment of each civil servant. The plan for achieving work results, indicators of success, and positive norms of behaviour in the work environment are an integral part of the performance plan regulated by the Minister of Administrative Reform and Bureaucratic Reform Regulation Number 6 of 2022, which regulates the management of state civil apparatus employees.

Let us look at the results of the Employee Performance Targets that have been prepared to measure employee performance at the city government level. The performance of civil servants can generally be good (Wazdy et al., 2024). Performance is considered good when a balance between performance and behaviour scores exists. However, in reality, the performance of civil servants, especially in terms of work behaviour, still needs to reach the expected standard as stated in the Employee Performance Target assessment (DeJoy & Wilson, 2003).

Based on observations in the field, several aspects can affect low performance, including, first, in terms of work environment comfort, such as narrow workspaces and noisy atmospheres due to the density of the number of civil servants exceeding the room's capacity. Secondly, in terms of leadership, some incidents show leaders' lack of trust in their subordinates' performance, which has an impact on reducing employee motivation to work harder and disrupting communication lines between them. Thirdly, the lack of transparency in the Employee Performance Target assessment process also causes distrust, as the assessment results only sometimes reflect actual performance in the field. Finally, the time management aspect also has a significant influence, where a lack of ability to manage time, such as not distinguishing work priorities, violation of attendance rules, and excessive use of break time, can hinder the achievement of organisational goals and reduce employee performance appraisals. This finding aims to determine the effect of employee environmental comfort, leadership, time management, and employee engagement on employee performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Effect of Work Environment Comfort on Employee Engagement

A good work environment is a basic element of a good life, as most waking hours will be spent at work (Abun et al., 2020). Employee motivation is significantly affected by the quality of the workplace environment. Both physical and non-physical aspects of the workplace contribute to the employee experience. When these two factors work well together, employee engagement will improve employee performance (Parker et al., 2012).

This aligns with research conducted by Ardiansyah & Artadita, which states that the work environment is the overall condition or atmosphere faced by employees who include all work rules individually and in teams (Ardiansyah & Artadita, 2021). In testing the hypothesis, it is stated that the work environment has no effect on employee engagement, but it still provides a positive relationship.

H1: The influence of Environmental Comfort has a significant impact on Employee Engagement

The Effect of Leadership on Employee Engagement

A leader must be able to inspire his subordinates to work hard to achieve company goals by paying attention to the needs of his employees to complete their work and realising that companies and organisations cannot run without involving employees (Sari, 2022). In his research, he states that transformational leadership has a significant positive impact on employee engagement. This is also supported by a statement that leadership is successful if it can make employees feel involved to provide a sense of ownership or high commitment to their work (Wazdy et al., 2024).

H2: Leadership influence has a significant impact on Employee Engagement

The Effect of Time Management on Employee Engagement

Time management is time management that allows a person to create a balance between personal life and work. Employees must have good time management skills so that

work can be completed optimally and there are no problems in social life (Yener et al., 2021). If there is no time management imbalance, social problems will arise. This is, of course, related to employee engagement because the relationship between employees and employees and their work will experience obstacles, including work stress and lack of focus and enthusiasm in doing work (Orpen, 1994).

Research on the effect of time management on employee engagement explained by Antara, Sitiari, & Sarmawa that humans must be able to use time effectively and efficiently to obtain maximum benefits, including training discipline and professional attitudes, completing work in a structured manner, and being able to manage stress properly, so that commitment to work will be stronger and social relationships will also be closer (Antara et al., 2021).

H3: The influence of Time Management has a significant impact on Employee Engagement

The Effect of Work Environment Comfort on Employee Performance

Work environment comfort is the well-being of employees, as represented by the physical, mental, and emotional health aspects of employees, which will have a complex individual impact (DeJoy & Wilson, 2003). Comfort in the work environment is necessary to encourage employee performance. Aspects include satisfaction with their work, relationships with co-workers, management, attention from leaders, employee autonomy/freedom, competence and relatedness. The work environment must support the above aspects to create a healthy environment and improve employee well-being (Abun et al., 2020).

The impact of work environment comfort has been studied by Parker, Martin, Colmar, and Liem in the private sector of education in developed countries (Parker et al., 2012) and Brunetto, Teo, Shacklock and Wharton in the public sector of police officers, Fan, Cui, Zhang, Zhu, (Brunetto et al., Stephen & Shacklock, Kate & Farr-Wharton; Rodney, 2012), this group of researchers revealed the same results, namely the comfort of the work environment has an impact on employee performance.

This is because the work environment is attached to employees carrying out their duties and work. The work environment is directly related to employee performance, which means that if it is good, it will improve employee performance and vice versa (Chen et al., 2022).

H4: The impact of Work Environment Comfort has a significant impact on Employee Performance.

The Effect of Leadership on Employee Performance

Leadership can be defined as a behaviour normatively seen through personal actions and interpersonal relationships and behaviour that subordinates can emulate through two-way communication, power and decision-making (Zehir & Erdoğan, 2011). Transformational leadership refers to an approach where leaders motivate their subordinates to identify with the goals and interests of the organisation so that they can perform beyond expectations. This transformational leadership role is important in providing the organisation's desired change (Buil et al., 2018). Leader's behaviour plays a major role in an

organisation and will impact employees in the form of support that makes them more confident, resulting in increased performance.

The impact of leadership on employee performance has been studied by Zehir and Erdogan (Zehir & Erdoğan, 2011) in the manufacturing sector in developed countries, which revealed the same results leadership has an impact on employee performance.

H5: The impact of leadership has a significant impact on employee performance

The Effect of Time Management on Employee Performance

Time management is related to the effective use of time allocation in managing existing resources and all tasks that must be done based on a previously arranged priority order. Time management is also often associated with the organisation of personal affairs (Sanjaya, Aisyah, & Handriana, 2024).

Time management is based on the assumption that organising, managing and consolidating time can help people handle their time effectively and efficiently (Ambrož, 2021). Time management has a significant impact on employee performance because time management is how a person can manage time properly in doing his work, and if applied properly, the results will have an impact on his performance (Arı & Erdoğan, 2022).

H6: The impact of Time Management has a significant impact on Employee Performance

The Effect of Employee Engagement on Employee Performance

Employee engagement can be defined as an employee's intellectual commitment to the organisation. In addition, employee engagement is an employee's effort to carry out his job duties. Employee engagement is based on organisational culture, communication style, managerial style, leadership, trust and respect to develop workplace culture (Afrizal et al., 2023).

Employee engagement consists of passion, dedication and absorption. Vigour refers to employees having high levels of energy and mental resilience at work. Dedication involves a sense of giving, enthusiasm, inspiration, pride and challenge at work, and absorption is characterised by concentration and enjoyment in their work (Sharafizad et al., 2020).

Employee engagement has a positive impact on employee performance because if employees provide a high sense of attachment, it will result in increased productivity, growth and organisational profits (Basnet & Tiwari, 2022). Conversely, if employees do not work efficiently, low commitment will result in decreased organisational profits.

The impact of employee engagement on employee performance has been researched by Afrizal, Seswandi, and Handayani in the field of psychology in developing countries, which revealed the results that employee engagement has an impact on employee performance (Afrizal et al., 2023).

H7: The impact of Employee Engagement has a significant impact on Employee Performance

The Effect of Work Environment Comfort on Employee Performance Through Employee Engagement

The work environment can have an impact on employee performance mediated by employee engagement because employee engagement makes employees feel that they play an important role in the company as a form of commitment and loyalty, so it encourages employees to improve their performance (Kones et al., 2022). However, there is a contradictory statement from the findings of Ardiansyah & Artadita that there is indeed a positive relationship between the work environment through employee engagement and employee performance, but it is not significant (Ardiansyah & Artadita, 2021). So, it can be said that the work environment does not have a significant impact on employee performance.

H8: The impact of employee engagement is insignificant in mediating environmental comfort on employee performance.

The Effect of Leadership on Employee Performance Through Employee Engagement

A good leader is one who can nurture his employees so as to create good relationships between employees, employees and managers in order to foster a sense of employee commitment to his work (Purwanto et al., 2020). The findings state that leadership will shape employee engagement, which has an important impact on achieving optimal employee performance. Therefore, there is a positive and significant relationship between leadership and employee performance through employee engagement.

Meanwhile, there are some gaps in the findings of Lubis and Abadi, who interpret that leadership does not have a significant impact on employee performance but is mediated by employee engagement; the results indicate a positive and significant number (Lubis & Abadi, 2022).

H9: The impact of Employee Engagement has a significant impact on mediating Leadership to Employee Performance.

The Effect of Time Management on Employee Performance through Employee Engagement

Time management has a positive and significant impact on employee performance at PT PLN Kawangkoan (Wokas et al., 2022). The same results are also written in Amalia and Novie's findings, which state that time management has a positive and significant impact on employee performance.

However, so far, there have been no findings regarding employee engagement that mediates time management with employee performance. This is because time management allows employees to manage time to achieve a balance between work life and personal/social life.

H10: The impact of employee engagement is significant in mediating time management on employee performance.

From the explanation of hypothesis development and literature above, the following is the research model used in this study.

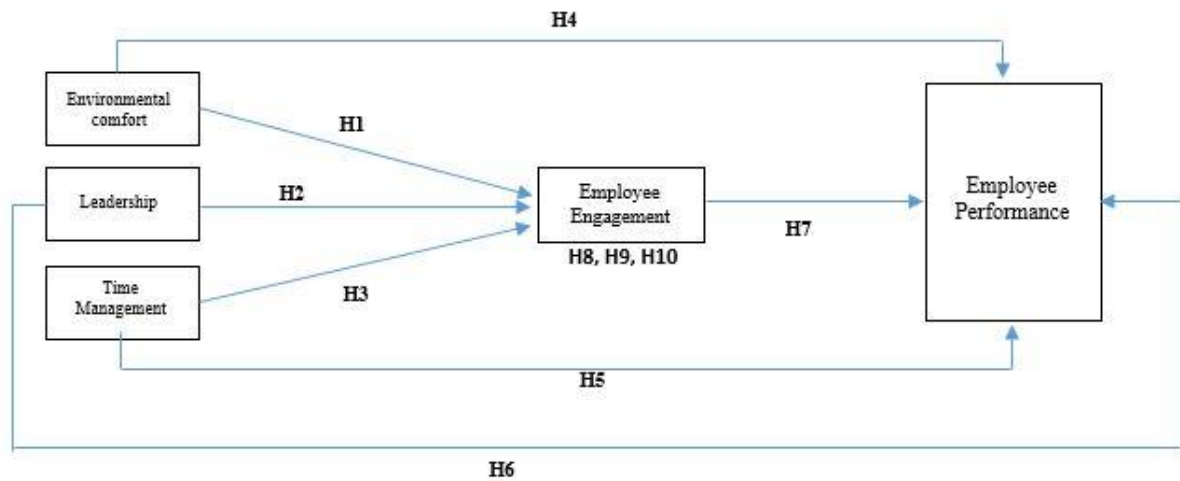


Figure 1. Conceptual Framework Model

METHODS

This research uses primary data. The population in this study is civil servants in the Batam City Government, with the target population being civil servants with more than five years of service. The sample used is 365 civil servants working in Batam City Government. Respondents were selected using the incidental sampling method, also known as chance sampling, where anyone who happens to cross paths with the researcher could potentially be considered for use as a source. The questionnaire will be converted to Google form to facilitate the findings. The type of questionnaire used is closed-ended so that respondents only have to choose answers directly. Data analysis in this study will use SmartPLS 4.0 software to perform statistical analysis on the data obtained.

RESULTS AND DISCUSSION

Descriptive Statistics

There were 365 respondents in total, with 205 (or 57.6%) being female and 151 (or 42.4%) being male. These statistics indicate that more women than men participated in the survey. When broken down by age group, we found that 66.3% of the respondents were between 25 and 30 years old, while 17.7% were between 31 and 40 years old, 10.7% were between 41 and 50 years old, and 5.3% were between 51 and 60 years old.

Table 1. Validity Test Results

Variables	(AVE)
Environmental Comfort	0,690
Leadership	0,680
Time Management	0,910
Employee Engagement	0,674
Employee Performance	0,656

Source: Data processed

When the square root of the average variance extracted (AVE) score for each construct is compared to the correlations between other constructs in the model, a discriminant validity score is calculated. When the AVE is 0.50 or more, the association is considered to have excellent discriminant validity.

Table 1 indicates that the findings indicate that all variables tested are valid. The environmental comfort variable indicates an AVE score of 0.690, which is indicated as valid because the AVE score is above 0.5. The leadership variable indicates an AVE score of 0.680, which is indicated as valid because the AVE score is above 0.5. The time management variable indicates an AVE score of 0.910, which is indicated as valid because the AVE score is above 0.5. The employee involvement variable indicates an AVE score of 0.674, which is indicated as valid because the AVE score is above 0.5, and the employee performance variable indicates an AVE score of 0.656, which is indicated as valid because the AVE score is above 0.5.

Table 2. Reliability Test Results

Variables	Composite reliability
Environmental Comfort	0,953
Leadership	0,935
Time Management	0,953
Employee Engagement	0,957
Employee Performance	0,907

Source: Data processed

Composite Reliability is a PLS that relies on the dependence of a series of indicators to indicate the accuracy and consistency of the measuring instrument when assessing a variable. It can be concluded that composite dependency provides an excellent reliability score if the score is greater than or equal to 0.70.

Table 2 indicates that the findings indicate that all variables tested are indicated to provide good reliability scores. The environmental comfort variable indicates a reliability score of 0.953, which indicates a good reliability score because the reliability score is above 0.7. The leadership variable indicates a reliability score of 0.935, indicating a good reliability score because the reliability score is above 0.7. The time management variable indicates a reliability score of 0.953, indicating a good reliability score because the reliability score is above 0.7. The employee involvement variable indicates a reliability score of 0.957, which provides a good reliability score because the reliability score is above 0.7, and the employee performance variable indicates a reliability score of 0.907, which provides a good reliability score because the reliability score is above 0.7.

Table 3. Total Effect Results

Variables	P-Values	T-Statistic
Environmental Comfort - Employee Engagement	0,000	4,206

Leadership - Employee Engagement	0,000	6,479
Time Management - Employee Engagement	0,000	4,527
Environmental Comfort - Employee Performance	0,313	1,247
Leadership - Employee Performance	0,000	6,129
Time Management - Employee Performance	0,043	3,180
Employee Engagement - Employee Performance	0,000	4,309

Source: Data processed

A variable can be said to be significant if it provides a score of P-values <0.05 or a T-statistics score > 1.96 .

Hypothesis 1

The relationship between X1 (Work Environment Comfort with Employee Engagement) is significant because the P-Values score is 0.000, which is <0.05 , and the T-Statistics score obtained is 4.206, which is > 1.96 . Thus, the results of hypothesis 1 can be approved. This finding is in line with the literature. from Ardiansyah & Artadita (2021).

Hypothesis 2

The relationship between X2 (Leadership and Employee Engagement) is significant because the P-Values score is 0.000, which is <0.05 , and the T-Statistics score obtained is 6.479, which is > 1.96 . Thus, the results of hypothesis 2 can be approved. This finding is in line with the literature from Wazdy et al. (2024).

Hypothesis 3

The relationship between X3 (Time Management and Employee Engagement) is significant because the P-Values score is 0.000, which is <0.05 , and the T-Statistics score obtained is 4.527, which is >1.96 . Thus, the results of hypothesis 3 can be approved. This finding is in line with the literature. from Antara, Sitiari, & Sarmawa (2021).

Hypothesis 4

The relationship between X4 (Environmental Comfort with Employee Performance) is not significant because the P-Values score is 0.313, which is > 0.05 , and the T-Statistics score obtained is 1.247, which is < 1.96 . Thus, the results of hypothesis 4 cannot be approved. This finding contradicts and is not supported by literature from Parker, Martin, Colmar, & Liem (2012) and Brunetto, Yvonne & Teo, Stephen & Shacklock, Kate & Farr-Wharton, Rodney (2012).

Hypothesis 5

The relationship between X5 (Leadership and Employee Performance) is significant because the P-Values score is 0.000, which is <0.05 , and the T-Statistics score obtained is 6.129, which is >1.96 . Thus, the results of hypothesis 5 can be approved. This finding is in line with the literature. from Zehir & Erdoğan (2011).

Hypothesis 6

The relationship between X6 (Time Management and Employee Performance) is significant because the P-Values score is 0.043, which is <0.05 , and the T-Statistics score obtained is 3.180, which is >1.96 . Thus, the results of hypothesis 6 can be approved. This finding is in line with the literature from Ambrož (2021).

Hypothesis 7

The relationship between X7 (Employee Engagement and Employee Performance) is significant because the P-Values score is 0.000, which is <0.05 , and the T-Statistics score obtained is 4.309, which is >1.96 . Thus, the results of hypothesis 7 can be approved. This finding is in line with the literature from Afrizal, Seswandi, and Handayani (2023).

Table 4. Results of Specific Indirect Effects

Variables	P-Values	T-Statistic
Environmental Comfort - Employee Engagement - Employee Performance	0,006	2,536
Leadership - Employee Engagement - Employee Performance	0,000	4,046
Time Management - Employee Engagement - Employee Performance	0,001	2,536

Source: Data processed

Hypothesis 8

The specific indirect impact of Environmental Comfort (X1) on Employee Engagement and Employee Performance is significant because the P-Values score is 0.006, which is <0.05 , and the T-Statistics score obtained is 2.536, which is >1.96 . Thus, the results of hypothesis 8 cannot be approved. This finding is contradictory and not supported by the literature. from Ardiansyah & Artadita (2021).

Hypothesis 9

The specific indirect impact of Leadership (X2) on Employee Engagement as well as on Employee Performance is significant due to the P-Values score of 0.000, which is <0.05 , and the T-Statistics score obtained is 4.046, which is >1.96 . Thus, the results of hypothesis

9 can be approved. This finding is in line with the literature from Purwanto, Asbari, Pramono, Senjaya, Hadi, and Andriyani (2020).

Hypothesis 10

The specific indirect impact of Time Management (X3) on Employee Engagement as well as on Employee Performance is significant because the P-Values score is 0.001, which is <0.05 , and the T-Statistics score obtained is 2.536, which is >1.96 . Thus, the results of hypothesis 10 can be approved. This finding is in line with the literature from Wokas, Dotulong, and Saerang (2022). However, so far, there have been no findings regarding employee engagement mediating time management with employee performance.

Table 5. R-Square Value

Variables	R-Square
Employee Engagement	0,702
Employee Performance	0,778

Source: Data processed

R-squared, having the same meaning as regression, is used to assess the quality of fit of a model. How effectively the model and parameter estimates make the observations score is quantified by the Q-Square statistic for the structural model. If the Q-Square value is more than zero, the model has predictive significance; if it is less than zero, the model has less predictive relevance.

Based on the results obtained from the findings of the R Square score, the dependent latent variable, namely employee performance, provides a score of 0.778, and employee involvement provides an R square score of 0.702. The R square score > 0 , it can be concluded that the model provides predictive relevance.

CONCLUSION

There are many factors involved in improving employee performance, and three of them are work environment comfort, leadership, and time management. Basically, employee performance reflects how well they perform their duties and responsibilities in achieving company goals. In this context, employee engagement plays an important role as an intermediary between these three factors and employee performance.

Based on the research results, work environment comfort has a significant impact on employee engagement but does not have a significant impact on employee performance. Meanwhile, leadership has a significant impact on employee engagement and has a significant positive relationship with employee performance. Time management also has a significant impact on employee engagement and has a significant positive influence on employee performance. Other factors also influence employee engagement and performance.

From these findings, it can be concluded that leadership has the most impact in determining employee engagement and performance. Thus, employee engagement also mediates the relationship between leadership and employee performance with a significant

impact. Therefore, it is important for organisations and companies to have good quality leadership that is able to manage human resources optimally. Effective leadership can guide, direct, and be an example for employees, which in turn will increase their creativity, innovation, and performance.

As a recommendation based on the above findings, it is important for companies to continue to pay attention to and evaluate the factors that affect employee performance on a regular basis. Optimal human resource management is also needed to maintain employee loyalty and integrity. This will not only increase employee productivity but also save on costs that will be incurred in recruiting new employees.

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