

Investigating The Role of Work Culture in Mediating Time Management on Employee Performance

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Abstract: This research aims to examine and analyze the influence of time management and work culture, and the role of work culture mediating the relationship of time management to the performance of employees at the Ministry of Agriculture and Fisheries in Timor Leste. This study was supported by 89 respondents taken based on Slovin formula with a precision level of 10% from 841 employees spread across 18 departments. The research sample was taken by proportional random sampling method. Data collection research was conducted based on a questionnaire. The collected data is then analyzed by the SmartPLS 3.0 program. The results showed that time management had a significant effect on work culture, but it did not have a significant effect on employee performance. While the work culture has a significant effect on employee performance. Thus it can be concluded, work culture acts as a full mediator in time management relationships with employee performance.

Keywords: Time management, work culture, employee performance

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I. INTRODUCTION

Timor Leste is one of the newly formed countries as an independent country, so it is necessary to organize government institutions so that government employees perform well. But, it needs to be realized that as a newly independent country, various bureaucracies are being arranged. In the framework of this arrangement, a lot of time is not properly utilized, so that employee performance is not optimal. In addition to this, countries that were initially full of conflicts caused the work culture of employees to be haunted by the conditions of the conflict. These two things are important in an effort to assess the performance of employees in the country. Good use of time (in the sense of "time management") is very important in relation to individual performance. Effective use of time strongly supports achievement of performance [1]. Time management is an important component for the realization of employee creativity and performance [2]. The idea of time management has emerged since 1954-1960 [3]; [4]; [5]; [6].

Besides time management, work culture is also an important factor in relation to individual performance. Work culture is related to attitude and work behavior [7]; [8]. Good attitude and work behavior will produce good performance [9]; [10]; [11]; [12]; [13]. The work culture in this case includes professionalism, work discipline, cooperation and honesty. A number of research results have proven the relationship between work culture and employee performance including [14]; [15] Abu-jarad et al., (2010); [16]; [17].

II. THEORY, EMPIRICAL, AND RESEARCH HYPOTHESES

2.1. Employee Performance

Employee performance is an important factor in an organization [18], because organizations that perform well are supported by good employee performance. According to [19]; [20] states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance acts as a behavior related to the duties and responsibilities of employees to solve problems in the work environment [21]. According to [22]; [23]; [24] performance is the result of work performed by employees in accordance with the objectives to be achieved in the work carried out. Whereas, [25] employee performance is defined as a description of the level of achievement of activities, programs, policies, by using a number of resources to achieve the stated goals. [24], stating performance is the result achieved from the behavior of members of the organization. Performance generally has limitations as a person's success in carrying out a job. [23] argued that employee performance is an achievement obtained by someone in performing a task, therefore the success of an organization in achieving its objectives depends on

how well the employee's performance is owned. According to [26] performance is organizational behavior that is directly related to employee performance and achievement achieved refers to the preparation of plans while looking at the results.

The performance of an employee can be influenced by a number of factors, including the ability of employees in time management, and work culture. A number of research results have proven that there is a strong influence between time management and employee performance. Research results [27]; [28]; [29]; [30]; [31]; [32]; [33] found that time management had a significant positive effect on employee performance. The work culture is also proven to greatly affect the performance of an employee. The results of research that have proven the existence of a link between work culture and employee performance include [34]; [35]; [36]; [37].

2.2. Time Management

Time management plays a very important role in the success of an employee's performance [29]. Time management is defined as self-regulation in using time effectively and efficiently by planning, scheduling, having control over time, always prioritizing and not delaying work to be completed [38]; [30]; [39]. Time management is also defined as the allocation and effective use of time when carrying out activities directed towards goals, and includes setting and prioritizing goals, monitoring progress and managing productivity [40]. Whereas according to [41]; [1] time management is a type of skill that is related to all forms of efforts and actions of a person who are carried out in a planned manner so that individuals can make the best use of their time. [42]; [43] Time management is a personal process by utilizing analysis and planning in using time to increase effectiveness and efficiency.

Time management theories state that the better a person's time management, the higher the control ability possessed, and to guarantee the creation of an effective and efficient performance [44]; [45]; [46]; [47]; [48]; [49]; [50]; [33]. Time management indicators in a number of studies consist of three elements, namely setting priority goals, time mechanisms, and examinations [38]; [51]; [52]; [2]; [1]; [43]; [53]; [33]. A number of major studies have proven this, where time management has a significant positive effect on employee performance [26]; [31]; [54]; [55]; [28]; [33]; [27]; [29]; [30]; [42]; [32]. Based on this explanation, the research hypothesis is constructed as follows:

Hypothesis 1: time management has a significant positive effect on employee work culture

2.3. Work Culture

Work culture is an important factor in organizational success, because work culture is the attitude and work behavior of an employee [13]. According to [56], work culture is social values or overall behavior patterns in carrying out activities. Work culture is a work attitude, as well as an individual's way of working that relies on generally accepted values and has become the nature, habits and driving forces that give positive power to individuals to always succeed in work. Work culture is a systematic human activity that is handed down from generation to generation through various learning processes to create a certain way of life that best fits the environment and can be understood as a perspective or mood that fosters strong beliefs on the basis of values that are believed, and have high enthusiasm and earnest to realize the best work performance.

In a number of studies, work culture is measured based on work discipline, openness, mutual respect, and cooperation [56]. Whereas according to [57] work culture is divided into three aspects, namely: flexibility, the work itself and supervision. According to [58] it consists of malleability, productivity, responsibility seeking, participation, and obligation towards others. [59] in his research used work culture indicators, namely value, work ethic, characteristic, and norm. Whereas in research [60], work culture indicators consist of professionalism, discipline, cooperation and honesty.

The work culture of an employee can be influenced by how an employee performs time management. Time management can change one's attitude and work behavior to work more disciplined and responsible. Therefore time management can influence the attitudes and behavior (work culture) of an employee. This can be proven from a number of research results that found a significant positive influence on the management of work culture, namely [61]; [62]; [63]; [64]; [65]; [66]; [67]; [68]. Based on the study, the research hypothesis can be stated as follows:

Hypothesis 2: Time management has a significant positive effect on employee work culture

In addition to these relationships, work culture is also very important in relation to employee performance. This is evident from the results of a number of studies that found a significant positive relationship between work culture and employee performance. The results of the study were [69]; [70]; [71]; [15]; [34]; [36];

[37]; [72] shows that the work culture is significantly positively related to employee performance. Based on the study, the research hypothesis was built, namely:

Hypothesis 3: Work culture has a significant positive effect on employee performance

Referring to this explanation, where time management is found to have a significant positive effect on work culture [61]; [62]; [63]; [64]; [65]; [66]; [67]; [68]. On the other hand, work culture is also found to have a significant positive effect on employee performance, so it can be assumed that work culture is a mediator of time management relationships with employee performance [69]; [70]; [71]; [15]; [34]; [36]; [37]; [72]. Based on these findings, the research hypothesis is constructed as follows:

Hypothesis 4: Work culture is positively significant acting as mediating relationship management time with employee performance

III. RESEARCH METHOD

3.1 Research Sites

This research was conducted at the Timor Leste Ministry of Agriculture and Fisheries. This is done considering that Timor-Leste is a country that has just formed its own country, so that there are still many governmental management that needs improvement. This is done to encourage government employees to show better performance.

3.2 Population and Sample Research

The population of this study were employees in the Ministry of Agriculture and Fisheries who numbered 841 people spread across 18 departments. Determination of the number of research samples was carried out using the Slovin formula at a precision level of 10%, so that the number of samples obtained was 89 employees. Retrieval of employees as a sample of research is carried out proportionally on a sampling basis, so that all populations get the same opportunity to become a research sample. Distribution of populations and research samples on 18 departments in the Ministry of Agriculture and Fisheries are shown in Table 1.

Table 1: Research Population and Samples

No	Department	Total	
		Population	Samples
1	Direccao Nacional Apoiu Dezemvolvimento Comunitario Agricula (DNADCA)	42	4
2	Direccao Nacional Administracao e Financa (DNAF)	50	5
3	Direccao Nacional Agricultura e Horticultura (DNAH)	59	6
4	Direccao Vacional Floresta (DNF)	71	8
5	Direccao Nacional Formacao Agricultura (DNFA)	130	14
6	Direccao Nacional Irigacao e Gestao de Utilizacao de Agua (DNIGA)	30	3
7	Direccao Nacional Pescas e Aquicultura (DNPA)	45	5
8	Direccao Nacional Pecuaria e Veterinaria (DNPV)	40	4
9	Direccao Nacional Political Planeamentu (DNPP)	35	4
10	Direccao Nacional Pesquisa Servicus Especializados (DNPSE)	83	9
11	Direccao Nacional Producao e Utilizacao (DNPU)	48	5
12	Direccao Nacional Quarentina Bio Seguranca (DNQB)	66	7
13	Kabinet	5	1
14	Gabinete Inspecao Fiscalizao e Auditoria (GIFA)	8	1
15	Gabinete Secretario Geral (GSG)	8	1
16	Gabinete Protocolu (GPROT)	2	1
17	Direccao Nacional Aprovisionamento e Logistic (DNAL)	101	11
18	Direccao Nacional Recurso Humano (DNRH)	18	2
	Total	841	89

Source: Timor Leste Ministry of Agriculture and Fisheries, 2018.

3.3 Measurement

The variables in this study consisted of three variables, namely time management, work culture, and employee performance. Time management consists of three indicators, namely: setting priority goals, compiling work plans, and evaluating / checking work results. The work culture consists of four indicators, namely

professionalism, discipline, cooperation, honesty. Employee performance consists of five indicators, namely the quantity of work, the quality of work, the timeliness of completion of work, cooperation, and attendance at work.

3.4 Techniques Of Data Collection And Analysis

The research data was obtained through direct interviews with respondents to the study based on the prepared questionnaire. Furthermore, the collected data is tabulated and processed using the partial least square modeling equation (SEM-PLS) method with the SmartPLS 3.0 program. The data analysis technique consists of three stages, namely: evaluation of the measurement model / outer model, evaluation of the structural model / inner model, and evaluation of the significance of the path coefficient.

Evaluation of the measurement model / outer model is done through 3 steps, namely convergent validity, composite reliability / Cronbach's Alpha. These steps aim to evaluate the validity and reliability of the indicator. Data sets are said to be valid if the outer loading coefficient is significant > 0.50 or the root value of AVE is greater than the correlation between other variables. It is said to be reliable, if the value of Cronbach's Alpha / composite reliability is 0.60. While structural evaluation / inner model is done through R-Square (R²), Q-square predictive relevance (Q²), and Goodness of Fit (GoF). Evaluate the significance of the path coefficient based on a 5% error rate. Path coefficients can be said to be significant if the value of p-value <0.05 or t statistic > 1.96.

IV. RESULT AND DISCUSSION

4.1 Validity and Reliability Test

The results of SmartPLS 3.0 calculation show the outer loading values > 0.50 and Cronbach's Alpha > 0.60. In detail, the validity and reliability of indicators are shown in table 2.

Table 2: Validity and Reliability of Research Indicators

No	Variables	Indicators	Outer Loading ¹⁾	Cronbach's Alpha ²⁾
1	Time Management	Determination of priority goals	0,720	0,731
		Prepare a Work Plan	0,821	
		Inspection of work results	0,873	
2	Work Culture	Professionalism	0706	0,743
		Discipline	0,802	
		Help each other	0,713	
		Honesty	0,778	
3	Employee Performance	Quantity of work	0,810	0,856
		Quality of work	0,708	
		Punctuality	0,875	
		Cooperation	0,799	
		Presence	0,787	

¹⁾ > 0,50 Valid

²⁾ > 0,60 Reliabel

Based on Table 2, it appears that the outer loading value of each indicator is > 0.50 and the Cronbach's Alpha value is > 0.70, so that all indicators and variables are said to be valid and reliable.

4.2 Fit Model Evaluation

Evaluation of the accuracy of the research model is based on R-Square (R²), Q-Square (Q²), and Goodness of Fit (GoF). Calculations of Q² and GoF are based on R² and AVE values as shown in Table 3.

Table 3: R-Square (R²), and AVE

Variables/Dimensions	R ²	AVE
Time Management	-	0,651
Work Culture	0,380	0,564
Employee Performance	0,658	0,636

Based on Table 3 shows the value of R² on the influence of time management on work culture is equal to 0.380 (medium). This means that the 38% work culture is influenced by time management factors, the rest are other factors. Employee performance is the value of 0.658 (high), meaning that employee performance 65.8% is

influenced by time management and employee culture, the rest of other factors. Q-Square Predictive Relevance (Q^2) can be calculated by formulation $Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$. Based on the formulation, the value of $Q^2 = 1 - (1 - 0,380) (1 - 0,658) = 0.78796$. This result provides meaning, that the model is able to provide model accuracy of 78.76% (good).

The level of accuracy of the model based on GoF can be calculated through the formulation of $GoF = \sqrt{(\overline{R^2} \times \overline{AVE})}$. The calculation results show the value of $GoF = \sqrt{(0.519) (0.617)} = 0.5659$ (large). Based on the results of the GoF calculation it can be stated that the model has a good level of accuracy. The three results of the calculation of the accuracy of the model provide results that the model has a good level of accuracy, so that it can be continued with the next stage of analysis.

4.3 Testing Hypothesis

Testing the research hypothesis regarding the effect of time management and work culture on employee performance, shown in Figure 1, and Table 4.

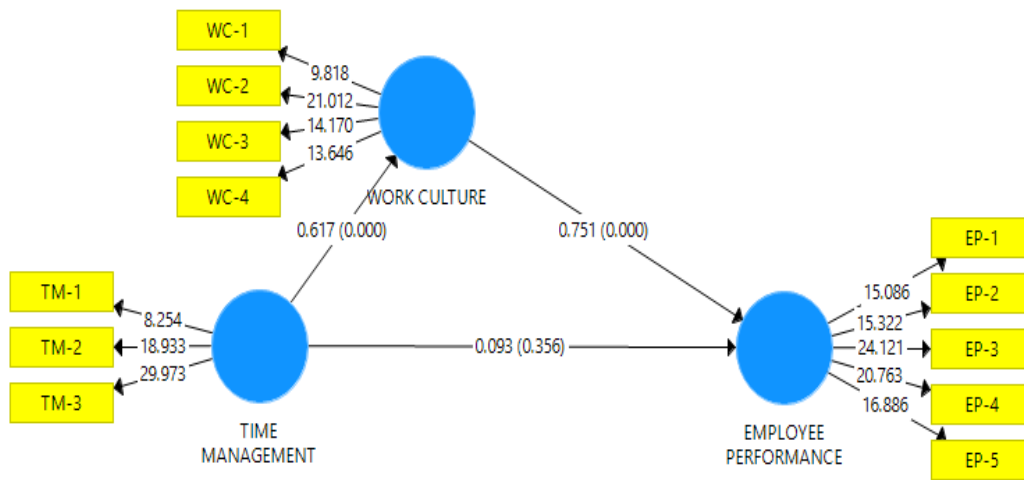


Figure 1. The results of PLS analysis of the relationship between time management and work culture on employee performance

Table 4: Evaluation of Direct Influence and Variable Indirect Effects of Time Management, Work Culture, and Employee Performance

Hypothesis	Relationship between variables			Path Coefficients	t-Statistics	p-value	Information
	Independent	Dependent	Mediation				
H ₁	Time Management	Work Culture	-	0,617	9,263	0,000	support
H ₂	Time Management	Employee Performance	-	0,093	0,924	0,356	no support
H ₃	Work Culture	Employee Performance	-	0,751	10,533	0,000	support
H ₄	Time Management	Employee Performance	Work Culture	0,463	8,591	0,000	support

Based on Figure 1 and Table 4 shows where time management has a significant positive effect on work culture, this is indicated by the path value of 0.617 with t statistic $9.263 > 1.96$ or p value $0.000 < 0.05$. This means that hypothesis 1 which states that time management has a significant positive effect on work culture is accepted. The effect of time management on employee performance is not significant. This result is shown from the path value of 0.093 with t statistic $0.924 < 1.96$ or p value $0.356 > 0.05$. This result implies that hypothesis 2

which states time management has a significant positive effect on employee performance is not acceptable. The influence of work culture on employee performance is significantly positive. This is indicated by the path value of 0.751 with t statistic of 10.533 > 1.96 or p value of 0.000 < 0.05. Work culture is positively significant acting as a full mediator on time management relationships with employee performance. This is indicated by the path value of 0.463 with t statistic of 8.591 > 1.96 or p value of 0.000 < 0.05.

V. CONCLUSION, RECOMMENDATION, AND FUTURE RESEARCH

The results of the study show that time management is positively significantly influential on work culture, but not significantly on employee performance. However, employee performance is positively significantly influenced by work culture. Based on this, the work culture is positively significant and acts as a full mediator. The results of this study mean that work culture is able to make the influence of time management more meaningful than without a work culture. It should be noted, that this research was carried out in Timor Leste, so that it cannot be used as a general conclusion. Research still needs to be done using this concept in other countries, to get more in-depth information. Apart from that, research can also be done by adding other more relevant variables, to get better results.

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Questionnaires:

1. Time Management

- a. I always set work priorities
- b. I always make work schedules that must be completed
- c. I always check and record work progress

2. Work Culture

- a. I always work professionally
- b. I always obey all applicable rules
- c. I always maintain good cooperation with co-workers
- d. I am always honest in my work

3. Employee Performance

- a. I am always able to finish the quantity of work well
- b. I always finish the job with quality
- c. I can always finish the job on time
- d. I always help each other in completing work
- e. I always attend on time at work

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