

Employee Performance Improvement through Work Environment, Communication, Control Preferences, and Time Management in Satuan Polisi Pamong Praja

MUHAMAD HADI WAWAN GUNTORO, JUSUF IRIANTO, FENDY SUHARIADI
Human Resource Development Study Program, Postgraduate School,
Airlangga University,
Surabaya, East Java,
INDONESIA

Abstract: - Satuan Polisi Pamong Praja (Satpol PP), a community service agency, must perform effectively and efficiently. The research aims to find the impact of Work Environment, Communication, Control Preference, and Time Management on the Performance of Satpol PP. This type of research is quantitative, with data collection methods that involve the distribution of questionnaires. The research population was employees of the Satpol PP of East Java Province, resulting in a total population of 152. The sampling technique used the Slovin method to obtain a sample size of 110 people. The research data analysis technique uses SEM PLS analysis. The research proves that Work Environment, Communication, Control Preference, and Time Management significantly positively affect the performance of the Satpol PP East Java Province.

Key-Words: - Work Environment, Communication, Control Preference, Time Management, Satpol PP, Satuan Polisi Pamong Praja.

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1 Introduction

Satuan Polisi Pamong Praja (Satpol PP) is a regional agency tasked with enforcing regional regulations, and maintaining and providing community protection as regulated in Government Regulation 16 of 2018. Satpol PP assists regional heads in enforcing regional regulations and maintaining peace and community approval. Therefore, apart from enforcing Regional Regulations, the Satpol PP is also the implementer of Regional Government policies, namely Regional Head Decrees. Apart from being mandated by law, the formation of the Civil Service Police Unit is also based on regional needs because its presence helps regional heads in the scope of the fields described, [1].

Satpol PP is required to require speed in responding to potential transit disruptions that occur. With so many cases occurring, Satpol PP is needed to provide maximum performance for the community. However, based on the Annual Government Agency Performance Report, data was obtained that the achievements of the Satpol PP Community Satisfaction Survey are as follows:

Table 1. Satpol PP Community Satisfaction Survey Value 2020-2022

Year	Value	Information
2020	81	Good
2021	84	Good
2022	83,46	Good,

The SAKIP score is the result of an assessment of the performance accountability system of government agencies, where this system integrates the planning system, budgeting system, and performance reporting system that is in line with the implementation of the financial accountability system. The SAKIP Satpol PP values are as follows:

Table 2. SAKIP Satpol PP Values 2020-2022

Year	Value	Information
2020	BB (Excellent)	Rank 52 out of 56
2021	BB (Excellent)	Rank 53 out of 56
2022	A (Satisfactory)	Rank 53 out of 56

Table 1 and Table 2 show that the performance of Satpol PP, although quite good, is still at the bottom compared to other work units, so studying the factors that affect its performance is necessary. In increasing the effectiveness and efficiency of Satpol PP in carrying out their work, there are several influencing factors. A few variables that impact worker performance are the work environment, communication, control preferences and time management.

The first factor is the work environment, which includes the physical environment, work, culture, and market conditions, [2]. Employee discomfort due to work environment factors can create a rigid, stressful, and competitive atmosphere, making employees feel burdened by their work, [3], [4].

The second factor affecting employee performance is communication, which is the exchange of information between the sender and receiver and inferring the perception of the meaning of something between the individuals involved. Thus, communication is the process of delivering information from one party, be it an individual, group, or organization, as the sender to the other party as the recipient to understand, and there is an opportunity to respond to the sender, [5], [6]. Poor communication will cause inefficiencies in the communication process between employees, which triggers miscommunication in the implementation of work. Communication is a significant factor in determining employee performance and is important as a mediating variable between workload and employee performance, [7], [8].

Control Preferences, a person's beliefs regarding work and performance standards, can also influence employee performance, [9]. Different types of controls, such as input, behavior, and output control, can affect the employee's individual job performance and organizational performance, [10]. Implementing control preferences in the organization can have a positive impact, but improper implementation can cause suboptimal employee performance. Suppose employees do not feel confident in their abilities. This will hinder their initiative and creativity, and they will be slow to make decisions quickly when problems occur in the field, [11].

Time Management is the decision to organize and adjust working time, [12]. When employees are less able to prioritize the work that must be done first, many jobs are missed, resulting in decreased public satisfaction. Good time management can help us organize and utilize our time so that the work we do is more focused because there is a benchmark schedule, [13], [14].

The background shows that the Satpol PP has performance problems in the Work Environment, Communication, Control Preference, and Time Management. The study aims to determine the impact of the Work Environment, Communication, Control Preferences, and Time Management on Employee Performance.

2 Methodology

The research approach uses quantitative methods, which are based on philosophy, to study certain objects. The procedure includes using statistical techniques to analyze data, understand relationships between variables, and test hypotheses. The population of this study is civil servants in the East Java Provincial Satpol PP, which totals 152 people. Sampling used the Slovin method with an allowance percentage of 5%. The Slovin formula is used to get a representative sample from all populations and is more certain or close to the existing population. Slovin's formula is $n = N / (1 + Ne^2)$; n: sample, N: number of population, e: error or margin of error, so the number of samples obtained is as large as 110 people, like [15], [16].

The research data collection technique was used to distribute online questionnaires via Google Forms. Meanwhile, the research data analysis technique uses SEM PLS analysis. The reason for using SEM PLS analysis is that PLS can analyze data on a multi-scale basis. In data analysis, there are 3 types of testing: Outer Testing, which includes Validity and Reliability Testing to measure consistent indicators. Inner testing is used to determine the direction and magnitude of the relationship, and hypothesis testing is used to test the relationship between research variables.

According to [17], the indicators for measuring employee performance are Quality, Quantity, Punctuality, Effectiveness, and Independence. Work Environment measurement indicators include a physical work environment that consists of the workplace building, adequate work equipment, and facilities, as well as a non-physical work environment that provides for co-worker level relationships, relationships between employers and employees, and collaboration between employees, [18]. According to [19], communication measurement indicators include understanding, enjoyment, influencing attitudes, good social relations, and action. The indicators for measuring Control Preferences are Behavioral Control, Cognitive Control, and Decision Control, [20].

Indicators for measuring time management are time planning, time attitude, and time-wasting, [21].

3 Results

3.1 Outer Model Testing

a. Convergent Validity

A loading factor value > 0.50 indicates valid results.

Table 3. Convergent Validity

Variables	Items	original sample	P-Value	Note
Work Environment (X1)	X1.1.1	0.881	0,000	Valid
	X1.1.2	0.826		
	X1.1.3	0.838		
	X1.2.1	0.796		
	X1.2.2	0.707		
	X1.2.3	0.681		
Communications (X2)	X2.1	0.927	0,000	Valid
	X2.2	0.872		
	X2.3	0.884		
	X2.4	0.881		
	X2.5	0.788		
Control Preferences (X3)	X3.1	0.879	0,000	Valid
	X3.2	0.864		
	X3.3	0.796		
Time Management (X4)	X4.1	0.882	0,000	Valid
	X4.2	0.914		
	X4.3	0.902		
Employee Performance (Y)	Y1	0.844	0,000	Valid
	Y2	0.775		
	Y3	0.863		
	Y4	0.838		
	Y5	0.882		

As shown in Table 3, all indicators were declared valid because the original sample for each indicator is above 0.05.

b. Discriminant Validity

Cross-loading comparisons have been suggested to assess discriminant validity, [22].

As shown in Table 4, the results above state that the overall data is valid because the outer loading value of the indicator on the related construct must be greater than the cross-loading value on the other construct

In addition, discriminant validity can also be seen in the AVE value. An AVE value above 0.5 indicates validity.

Table 4. Cross Loading

Items	(X1)	(X2)	(X3)	(X4)	(Y)
X1.1.1	0.881	0.647	0.635	0.696	0.547
X1.1.2	0.826	0.639	0.535	0.642	0.522
X1.1.3	0.838	0.597	0.683	0.636	0.625
X1.2.1	0.796	0.470	0.505	0.467	0.395
X1.2.2	0.707	0.319	0.406	0.348	0.338
X1.2.3	0.681	0.300	0.359	0.361	0.246
X2.1	0.609	0.927	0.744	0.806	0.822
X2.2	0.537	0.872	0.698	0.747	0.767
X2.3	0.669	0.884	0.661	0.784	0.721
X2.4	0.556	0.881	0.688	0.714	0.728
X2.5	0.510	0.788	0.591	0.599	0.611
X3.1	0.552	0.712	0.879	0.517	0.683
X3.2	0.567	0.585	0.864	0.575	0.748
X3.3	0.632	0.697	0.796	0.595	0.620
X4.1	0.568	0.732	0.625	0.882	0.732
X4.2	0.640	0.797	0.600	0.914	0.742
X4.3	0.676	0.743	0.559	0.902	0.691
Y1	0.412	0.659	0.672	0.609	0.844
Y2	0.419	0.565	0.604	0.537	0.775
Y3	0.582	0.779	0.729	0.724	0.863
Y4	0.504	0.693	0.680	0.672	0.838
Y5	0.578	0.814	0.713	0.801	0.882

Table 5. Average extracted variance

Variables	AVE
Work Environment (X1)	0.626
Communications (X2)	0.759
Control Preferences (X3)	0.718
Time Management (X4)	0.810
Employee Performance (Y)	0.707

As shown in Table 5, all variables were declared valid because the AVE value of all variables is above 0.05.

c. Composite Reliability

Composite reliability value > 0.70 indicates reliable data.

Table 6. Composite Reliability

Variables	Composite Reliability
Work Environment (X1)	0.909
Communications (X2)	0.940
Control Preferences (X3)	0.884
Time Management (X4)	0.927
Employee Performance (Y)	0.923

As shown in Table 6, all variables were declared reliable because the Composite Reliability value for all variables is above 0.07.

d. Cronbach Alpha

A reliable value must be greater than 0,70.

Table 7. Cronbach Alpha

Variables	Cronbach Alpha
Work Environment (X1)	0.883
Communications (X2)	0.920
Control Preferences (X3)	0.803
Time Management (X4)	0.882
Employee Performance (Y)	0.896

As shown in Table 7, all variables were declared reliable because the Cronbach Alpha value for all variables is above 0.07.

3.2 Inner Model Test

The Inner Model displays the relationship between the constructs being evaluated as shown in the Figure 1:

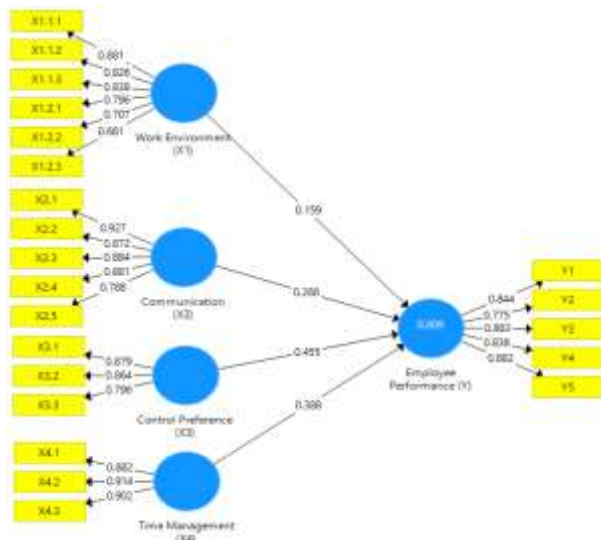


Fig. 1: Research Model

The employee Performance (Z) variable is influenced by the Work Environment (X1), Communication (X2), Control Preference (X3), and Time Management (X4) variables, which can be described in the following equation:

$$Y = 0.159 X1 + 0.266 X2 + 0.455 X3 + 0.388 X4$$

a. R Square Test

The R^2 classification aims to estimate parameters in a complex model consisting of several equations, [23]. Endogenous variables with an R^2 of 0.75 are declared "strong," 0.50 is declared "Moderate," and 0.25 is declared "weak."

Table 8. R-Square Value

	R Square
Employee Performance (Y)	0,809

Work Environment (X1), Communication (X2), Control Preference (X3), and Time Management (X4) variables affect the Employee Performance (Y) variable with R^2 0,809, so the relationship is "Strong", as shown in Table 8.

3.3 Hypothesis Test

A hypothesis test is an important feature common in almost every management research, [24].

Table 9. Hypothesis Test

Relations	Original Sample	T Stat	P Val	Note
Work Environment (X1) → Employee Performance (Y)	0.159	2,100	0,036	Significant
Communication (X2) → Employee Performance (Y)	0.266	2,348	0,019	Significant
Control Preference (X3) → Employee Performance (Y)	0.455	4,940	0,000	Significant
Time Management (X4) → Employee Performance (Y)	0.388	3,857	0,000	Significant

As shown in Table 9 stated:

- The Work Environment (X1) significantly impacts Employee Performance (Y), as proven by the statistical T value of $2,100 > 1,96$.
- Communication (X2) significantly impacts Employee Performance (Y), as proven by the statistical T value of $2,348 > 1,96$.
- c. Control Preference (X3) significantly impacts Employee Performance (Y), as proven by the statistical T value of $4,940 > 1,96$.
- d. Time Management (X4) significantly impacts Employee Performance (Y), as proven by the statistical T value of $3,857 > 1,96$.

3.4 Discussion

a. The Influence of Work Environment on Employee Performance

The work environment impacts employee performance, as proven by the t-statistic value of $2,100 > 1,96$. Variable relationships are positive. The research results are in line with [25], which demonstrates that the work environment has a significant effect on employee performance. The work environment affects the company's productivity because a good and satisfying work environment will greatly influence how an employee views and behaves. A better work environment will improve employee performance, [26].

b. The Effect of Communication on Employee Performance

Communication impacts Employee Performance, as proven by the t-statistic value of $2,348 > 1,96$. Variable relationships are positive. The results align with research by [27], [28], which state that effective communication in every business entity has a big impact on employee performance. Communication is very influential in implementing performers' work because everything can't run smoothly if communication is not established well. Communication is said to be effective if the recipient of the message understands the aims and objectives, [29]. Smooth communication will facilitate employees' work by the provisions and workload assigned, thereby improving performance.

c. The Effect of Control Preferences on Employee Performance

Control Preferences impact employee performance, as proven by a t-statistic value of $4,940 > 1,96$. Variable relationships are positive. The research results are in line with research by [30], which proves that Control Preferences have a strong impact on Employee Performance. The control preferences construct is defined as the degree of control an individual wants to assume when making decisions. With control preferences, employees can develop responsible work behavior so that they can make good decisions and create optimal performance as well, [31].

1. The Effect of Time Management on Employee Performance

Time Management impacts employee performance, proven by a t-statistic value of $3,857 > 1,96$. Variable relationships are positive. The research results are in line with [32], [33], which proves there is a significant impact between time management and employee performance. Time management greatly influences the success and failure of

employees in carrying out their duties. Employees who cannot manage their time well tend that the individual is unable to direct and regulate the impulses that exist within themselves. Employees who delay doing their tasks generally have poor time management, [34]. The higher the time management, the more the employee's performance will also increase, [35].

4 Conclusion

The research's conclusions are as follows: Work Environment, Communication, Control Preference, and Time Management have a significant positive effect on Satpol PP Employee Performance in East Java.

From the research conclusions, several research suggestions were obtained, namely: 1) Satpol PP can improve factors influencing employee performance, such as improving, such as improvement the work environment factor by procuring facilities needed by employees, improving the Communication factor by holding *Gatherings* and deliberations between employees, improve *Control Preferences* by holding employee self-control training, improve Time Management by arranging *Job Desk* work every month. 2) Additionally, other agencies, whether government or private, can pay attention to employee work environment, communication, control preferences, and time management factors to improve employee performance.

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