



# Job motivation and work environment effects on employee performance with employee engagement as a mediating variable at the ministry of foreign affairs of the republic of Indonesia

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## ABSTRACT

Successful work at any organization is measured by how many goals are achieved, and problems occur when the work results are below the target. Based on the Accountability Evaluation for the Government Institutions Index 2021, the Ministry of Foreign Affairs failed to attain the targetted score during 2019-2020. From a financial aspect, they also failed to maintain the Budget Execution Performance Indicator last year. The Chancery Administrator (CA), a non-diplomat functional group supporting the Ministry responsible for managing these financial matters, also reported having the lowest Employee Engagement Index compared to other positions—Diplomats and Diplomatic Information Administrators. This study used employee engagement as a mediation variable to examine the effects of job motivation and work environment on employee performance. The cross-sectional method is used to get quantitative data from an online questionnaire modified based on pre-existing questions from earlier literature. Data were gathered purposefully from a group of 107 CA using a non-probability sampling technique. PLS-SEM software was then used to analyze it. Unlike the working environment variable, the results showed that job motivation affects employee engagement and performance. Employee engagement also affects employee performance. As a mediating variable, employee engagement mediates the relationship between job motivation and employee performance, yet between working environment and employee performance. The study offered guidance for the MoFA Indonesia to improve CA's employee engagement and performance.

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## INTRODUCTION

Human resources are one of the most important aspects to ensure an organization's ability to achieve its goals for both the governmental and private sectors of an organization. Once employee performance rises, organizational performance will also increase; therefore, the organization's target will be easier to achieve (Silaen & Syamsuriansyah, 2021). The Chancery Administrator (CA), a non-diplomat functional group supporting the Ministry of Foreign Affairs, is responsible for carrying out tasks including financial management, state assets, administration, and personnel in the Ministry and the Representation of the Republic of Indonesia to support diplomatic and consular activities (Permenlu No.21, 2019). One of the instruments to measure their performance is the Budget Implementation Performance Indicator regulated by the Directorate General of Treasury, where in 2022, there was a sharp decrease of 89.61 compared to the value in 2021, which was 95.64. This shows that their performance is still not optimal, and there is still plenty of room to optimize their work quality.

In order to achieve good individual performance, employees must have a good engagement level, showing a high level of commitment to their performance roles, both physically, cognitively, and emotionally (Trisninawati & Elpanso, 2021). Engagement also refers to deep states of mind and feelings, consists of (i) Vigor, which is demonstrated by a high level of mental fortitude, a willingness to put forth effort on the job, and persistence even in the face of setbacks, (ii) Dedication, deep engagement in one's work, characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge; and (iii) Absorption, characterized by complete concentration and joy in one's work, where one feels time is flying by and is firmly committed to duties (Marleyna et al., 2022). Human Resources Bureau Performance Report 2019 shows that CA has the lowest employee engagement index score compared to other job groups in the Ministry. If employee commitment is less than optimal, it becomes difficult to achieve high loyalty to the organization, and it hinders the realization of increased productivity and the ability to perform and complete tasks effectively (Biro SDM, 2020).

In an effort to continue to persevere and complete the tasks faced by individuals and organizations, strong motivation is required (Omolo & Oloko, 2015). Job motivation is an essential element for an employee in relation to meeting their needs, and when those needs are fulfilled, they will feel satisfied, comfortable, and have a stronger attachment to their workplace (Trisninawati & Elpanso, 2021). The process that drives an individual's focus, persistence, and level of effort in pursuit of a goal is known as motivation (Robbins S et al., 2017). There are several factors that can hinder an employee's job completion, such as the complexity of the job, unproductive colleagues, or leadership that doesn't pay enough attention to employees (Wanasaputra & Dewi, 2017). However, with strong motivation, employees can continue to maintain their abilities to work on their tasks and perform well (Tsani, 2013). The Ministry also must continue to make efforts to ensure that its employees remain motivated in their work. With motivation, employees will be able to maintain their enthusiasm at work, complete their tasks, and perform well (Safitri et al., 2021).

Previous research also has concluded that the work environment significantly influences the performance of civil servants (Santoso et al., 2022). The work environment consists of all elements, both inside and outside the organization, that have a direct or indirect impact on managerial activities in achieving organizational goals (Silalahi, 2013). The work environment can be categorized into two types, namely (i) the physical work environment, which includes all conditions or physical aspects at the workplace, whether directly or indirectly related to employees and (ii) the non-physical work environment, which encompasses the interpersonal work relationships within a company or organization (Any, 2022). A conducive work environment is one of the factors that can support employee productivity, which ultimately contributes to an improvement in employee performance (Fachrezi & Khair, 2020). This type of good work

environment, both physically and non-physically, can also strengthen employees' commitment to their organization (Trisninawati & Elpanso, 2021).

Several studies on the performance of civil servants (ASN) have been conducted. However, due to the limited number of studies on the performance of ASN in the Ministry of Foreign Affairs of the Republic of Indonesia, there is a need for research to further determine the various factors influencing their performance. This study examines the relationship between workplace environment and employee performance, using employee engagement as a mediating factor, which will be used as an objective reference in measuring the performance of civil servants, especially Chancery Administrator in the Ministry of Foreign Affairs of the Republic of Indonesia. The result of this study is expected to provide additional insights into understanding the factors that influence employee engagement and performance, especially civil servants (ASN).

## RESEARCH METHOD

This research used a cross-sectional data approach with quantitative data through an online survey (Sekaran & Bougie, 2016). The dependent variable of this study is employee performance (Afandi, 2018). The independent variables are job motivation and working environment (Safitri et al. (2021); (Tsani, 2013)) with employee engagement as a mediation variable (Trisninawati & Elpanso, 2021). The sample for this research consisted of 107 Chancery Administrators at The Ministry of Foreign Affairs of The Republic of Indonesia with a minimum experience of one-time assignment to the Indonesian Mission abroad. The sampling procedure was executed with a non-probability sampling technique in a purposeful way (Cozby & Bates, 2015). When calculating samples for the Partial Least Square Structural Equation Model (PLS-SEM), Slovin method is used and the calculation showed a minimum sample size for this research is approximately 81 sample (Setiawan, 2007). The research model and the details of the variables can be seen in Figure 1 and Table 1.

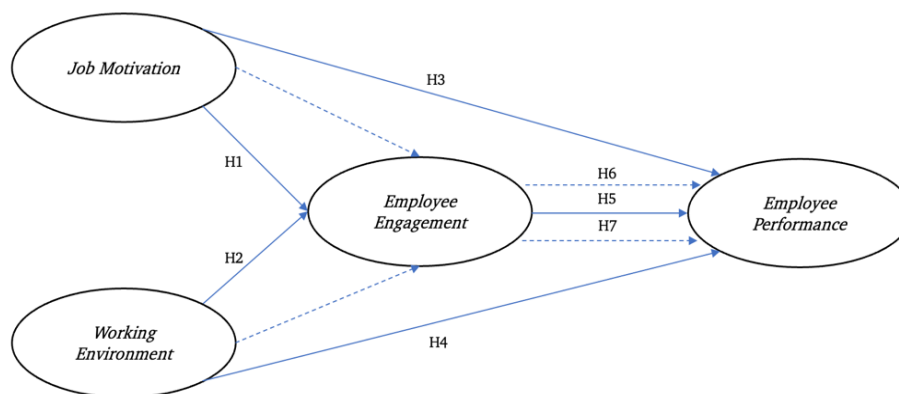


Figure 1. Illustration of the research model

Figure 1 illustrate the model of the research, the hypotheses which will be tested:

- H1: Job motivation has a positive and significant impact on the employee engagement.
- H2: Working environment has a positive and significant impact on the employee engagement.
- H3: Job motivation has a positive and significant impact on the employee performance.
- H4: Working environment has a positive and significant impact on the employee performance.
- H5: Employee engagement has a positive and significant impact on the employee performance.
- H6: Employee engagement mediates the relationship between job motivation and employee performance.

H7: Employee engagement mediates the relationship between working environment and employee performance.

**Table 1.** Data variable type

Variable Name	Variable Indicator	Variable Type	Category
X <sub>1</sub> = Job Motivation	(a) Compensation received. (b) Opportunities for self-development. (c) Workplace facilities. (d) Feeling appreciated. (e) Meaningful work concept.	Independent Variable	Interval
X <sub>2</sub> = Working Environment	(a) Physical working environment such as cleanliness, air circulation, lighting, and noises. (b) Non-physical working environment such as supervision, ambiance, treatment from colleagues, feeling safe, and kinship.	Independent Variable	Interval
Y = Employee Engagement	(a) Vigor, such as enthusiasm, innovation, and ability to work. (b) Dedication, such as inspiration, contribution, and challenging work. (c) Absorption, such as happiness related to work, sacrifice, and reminded to works.	Mediating Variable	Interval
Z = Employee Performance	(a) Quality & quantity of work. (b) Depth of knowledge of work. (c) Employee cooperation. (d) Employee attendance. (e) Initiative related to work.	Dependent Variable	Interval

Table 1 shows the details of the variable such as the supported indicators of the variables and the types and categories of each variable.

## RESULTS AND DISCUSSIONS

Respondent data obtained in this study amounted to 107 respondents, consisting of CAs with minimum experience assigned once to the Mission abroad, with characteristics shown in Table 2.

**Table 2.** Characteristics of respondent

Profile	Characteristics	Freq.	Percentage (%)	Profile	Characteristics	Freq.	Percentage (%)
Gender	Male	31	29.0	Working Period	5-10 years	19	17.8
	Female	76	71.0		11-20 years	73	68.2
Age	31-40 years old	71	66.4		21-30 years	5	4.7
	41-50 years old	26	24.3	>30 years	10	9.3	
	>50 years old	10	9.3	Education	Diploma	3	2.8
Ranks/Category	III a/b	13	12.1		S1	81	75.7
	III c/d	78	72.9		S2	22	20.6
	IV a/b/c	16	15.0	S3	1	0.9	

Table 2 shows the detailed characteristics of the respondents' data.

The results of the data processing using SmartPLS software and structural equation modeling are shown in Figure 2, Table 3, Table 4, and Table 5.

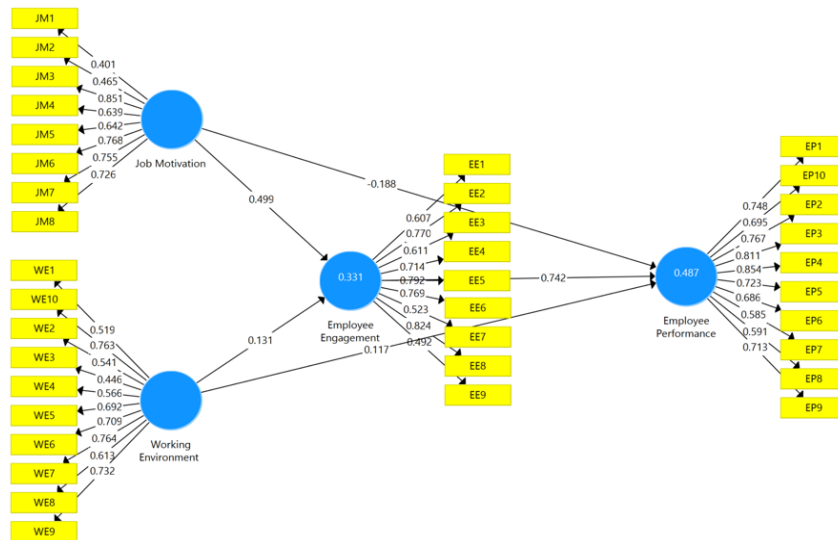


Figure 2. Measurement (Outer) Model

The measurement model analysis consists of convergent validity, discriminant validity, reliability test, and predictive relevance ( $Q^2$ ). Convergent validity uses outer loading or loading factor value from each indicator against the construct and valid if the value exceeds 0.50 (Costello & Osborne, 2005). Any value less than 0.50 will be removed and will be re-tested. Based on the measurement model in Figure 2, we have four indicators with loading factor values less than the criteria value of 0.50: EE9 (0.492), JM1 (0.401), JM2 (0.465), and WE3 (0.446). Therefore, we eliminate them and re-test the convergent validity testing, with results where all indicators are valid and can be used to measure their constructs, as in Figure 3.

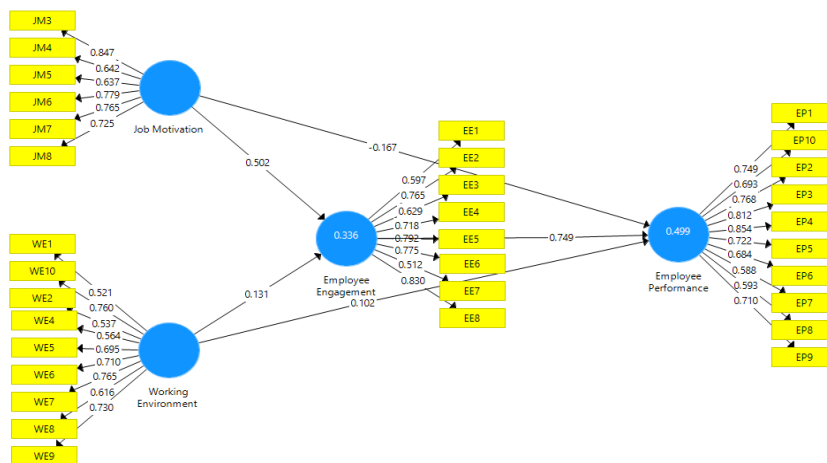


Figure 3. Measurement (Outer) Model Without EE9, JM1, JM2, and WE3.

For the discriminant validity test, we evaluate the value of the Heterotrait-Monotrait (HTMT) Ratio. Discriminant validity fulfilled when the ratio value of each variable is found to be less than 0.90 (Henseler et al., 2015). The test result shown on Table 3.

**Table 3.** Discriminant validity

	Employee Engagement	Employee Performance	Job Motivation	Work Environment
Employee Engagement				
Employee Performance	0.762			
Job Motivation	0.627	0.34		
Work Environment	0.439	0.342	0.626	

Table 3 shows that the ratio value of each variable is found to be less than 0.90, thus it can be concluded that all the indicators in this research model have been properly discriminated. It can be interpreted that these indicators can specifically measure their constructs, allowing all variables to pass the validity test.

We will conduct reliability test to measure internal consistency level between indicators ability to measure their constructs. A good reliability of questionnaire used as the research tools indicated when their Cronbach's Alpha value and composite reliability value are exceeding 0.70 (Hair et al. (2019), Leguina (2015)). The test result shown on Table 4.

**Table 4.** Reliability test

	Cronbach's Alpha (>0.7)	Composite Reliability (>0.7)
Employee Engagement	0.854	0.888
Employee Performance	0.896	0.915
Job Motivation	0.834	0.875
Work Environment	0.841	0.873

Table 4 shows that all variable have values exceeding 0.70, thus we can conclude that all constructs have fulfilled and passed the test of reliability requirement.

The last analysis is to put test on  $Q^2$  or predictive relevance, to measure whether a model has relevance capability to predict or not. This so-called Good of Fit Model fulfilled when the  $Q^2$  value exceeding 0 value (Faizah et al., 2021). The test result shown on Table 5.

**Table 5.** Predictive Relevance Values ( $Q^2$ )

	SSO	SSE	$Q^2 = 1 - SSE/SSO$
Employee Engagement	856	717,854	0.161
Employee Performance	1070	819,234	0.234

Based on the Table 5, we can conclude that both variables Employee Engagement and Employee Performance have values more than 0, hence this model can be categorized as a Fit Model and contain a relevance predictive value.

After the measurement model analysis passed the requirements, furthermore we will conduct the structural model analysis to test the research hypotheses using the bootstrapping techniques in order to find out the direction path and the relationship significancy for every latent variable, as shown in Figure 4.

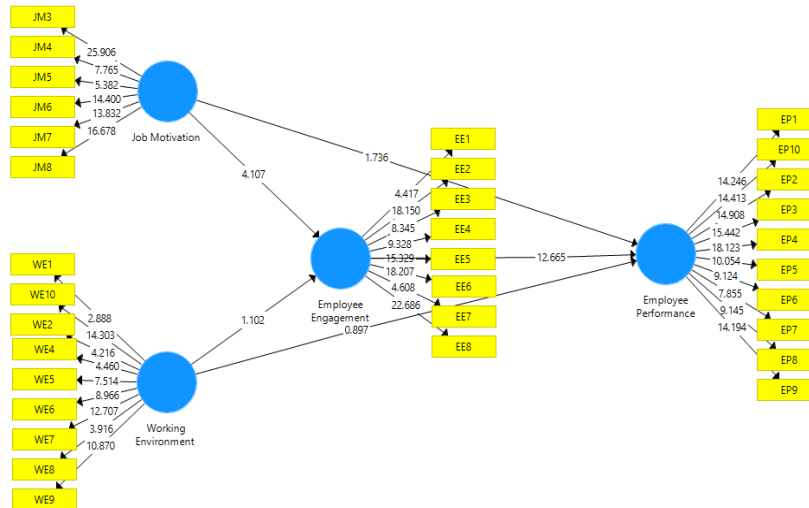


Figure 4. Path Diagram t-Statistics Structural Model

Figure 4 shows the direction path and the relationship significantly for every latent variable. PLS-SEM analysis decision is taken when the result of |t-statistics| value from the bootstrapping tests exceeds the one-tail t-table, which is 1.645 for the 5% standard error, or the result of the p-value is less than 0.05 (Gao & Shao, 2022). The result of hypotheses testing is shown in Table 6.

Table 6. Hypotheses testing

Hypotheses	Path	Original Sample (O)	T Statistics	P Values	Decision
H1	Job Motivation → Employee Engagement	0.502	4.107	0.000	Supported, Positive
H2	Working Environment → Employee Engagement	0.131	1.102	0.136	Unsupported, Positive
H3	Job Motivation → Employee Performance	-0.167	1.736	0.043	Unsupported, Negative
H4	Working Environment → Employee Performance	0.102	0.897	0.186	Unsupported, Positive
H5	Employee Engagement → Employee Performance	0.749	12.665	0.000	Supported, Positive
H6	Job Motivation → Employee Engagement → Employee Performance	0.376	3.919	0.000	Supported, Mediating
H7	Working environment → Employee Engagement → Employee Performance	0.098	1.067	0.144	Unsupported, Not Mediating

From the hypotheses testing result on Table 6, we can conclude that: Accept H1, reject H0: Employee engagement is significantly impacted by job motivation. Employee engagement is positively affected by job motivation by 0.502, in line with the research conducted by Trisninawati & Elpanso (2021). Accept H0, reject H2: There is no statistically significant connection between work environment and employee engagement. Employee engagement is positively impacted by work environment by 0.131. Yet, this research found that there is no significant impact on performance, which contradicts the previous research conducted by Trisninawati & Elpanso (2021). Accept H0, reject H3: Employee performance is significantly impacted by job motivation. However, employee performance is negatively affected by job motivation by -0.167, in line with the research conducted by Farras (2022). Accept H0, reject H4: There is no statistically significant connection

between work environment and employee performance. Differing from the findings from Santoso et al. (2022), employee performance is insignificantly impacted by work environment by 0.102 although the result is positive. Accept H5, reject H0: Employee performance is significantly impacted by employee engagement. Employee performance is positively affected by employee engagement by 0.749, aligns with previous research conducted by Trisninawati & Elpanso (2021), Suchahyowati et al. (2020), Aziez & Khuan (2022), and Citra & Sagala (2019). Accept H6, reject H0: Employee engagement significantly mediates the relationship between job motivation and employee performance. Accept H0, reject H7: Employee engagement does not mediate the relationship between work environment and employee performance. The last two results both contradicts the previous research conducted by Trisninawati & Elpanso (2021) where job motivation will directly influence the improvement of employee performance, but on the other hand employee engagement mediates the relationship between work environment and employee performance.

## CONCLUSION

The engagement level of employee significantly increased by job motivation by 0.502. These results indicate that job motivation among CAs has a significant impact on the improvement of their work engagement. Employee engagement is not much impacted by working environment. Although the effect is positive (0.131), it is not statistically significant. CAs are part of the Foreign Service Officers who undergo periodic transfers within domestic and foreign work units. They are required to remain committed to completing tasks that align with their functional duties and responsibilities to support diplomatic and consular activities (Permenlu 21, 2019). Therefore, changes in the work environment should not be a significant factor affecting employees' commitment to their work.

Job motivation of employee significantly decreases their performance by -0.167. These results have a negative impact, where we can conclude that job motivation negatively affects employee performance. The results of the descriptive analysis show that the majority of CAs, who are also civil servants (ASN), feel that their current salary and allowances are still inadequate. Civil servants also feel that there is no difference in salary between those who perform well and those who do not (Simanungkalit, 2007). This can potentially create negative motivation among employees and lead to a decrease in performance. Work environment is not much affects performance. The effect 0.102 is positive but it's not statistically significant. This case is similar to the previous discussion, where the work environment also doesn't affect engagement because job rotation has become something routine and constant for CAs, and it's considered normal and an integral part of their job.

Work engagement level of employee significantly increases their performance by 0.749. This result demonstrated that employee engagement has a positive and significant influence on employee performance. Employee engagement significantly mediates the relationship between job motivation and employee performance by 0.376. This illustrates that the mediating effect of employee engagement can influence the formation of motivation in employees. Employees with a high level of attachment to their job will strive to complete their tasks with a strong sense of responsibility, ultimately leading to a significant improvement in their performance. This is in contrast to the result that employee engagement is not yet able to mediate the influence of the work environment on employee performance. Despite the positive effect of 0.098, engagement does not significantly mediate between the two variables of work environment on performance. This can be interpreted as there being a relationship between the work environment variable and employee performance, occurring without the mediating influence of employee engagement.

This study provides an overview that some variables can have a positive impact on engagement and performance, while other variables may not have an impact or even have a negative impact. The uniqueness of these research results can provide insight that the outcomes of

previous studies can vary, in part because this research was conducted in a government environment. The unique working culture of civil servants (ASN) yields different results. The results of this study contribute to our understanding of the factors influencing employee engagement and performance, particularly civil servants (ASN). This can serve as a reference for academics and stakeholders in making informed decisions.

Some limitations of this research: This study was conducted on a specific functional position, which limits its generalizability to the entire population. To expand the research scope, other functional job categories can be added to enhance applicability. This study also has limitations in the variables examined. It is expected that in future research, other relevant variables such as job satisfaction, compensation, leadership style, organization culture, and others can be included to provide a more comprehensive research outcome.

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