

The Influence of Employee Involvement, Work Environment, and Teamwork on Employee Performance (Case Study: Ministry of Agriculture and Fisheries, Dili Timor-Leste)

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ABSTRACT

The objective of this research is to investigate the influence of work environment, teamwork employee involvement on employee performance. The population in this study were 680 employees of the Ministry of Agriculture and Fisheries in Dili, Timor-Leste. The research sample, determined based on the Solving formula, was 156. Structural Equation Modeling (SEM) -Partial Least Square (PLS) was used as the data analysis method Descriptive analysis conducted with the SPSS program, whereas inferential analysis conducted with the Smart-PLS 3.0 program. The research findings show that work environment and teamwork were not significantly related to employee performance. Employee involvement fully mediated the effect of work environment and teamwork on employee performance.

Keywords: Work Environment, Teamwork, Employee Involvement and Employee Performance

1. Introduction

Public services need to move quickly, adaptively, precisely, and efficiently, in response to rapid and continuous changes. Knowledge capital must be maintained to remain productive and responsive to organizational needs (Amin et al., 2014). Every organization in carrying out its activities must have goals and to achieve these goals every organization must be good at choosing strategies, especially human resource planning. Building quality public service performance requires, organizations to be able to provide space for all employees to improve their best performance (Mina et al., 2013). In this case it will clearly require professionalism and responsibility. Professionalism and responsibility need to be improved by managing (employees) in government organizations, so that they achieve high performance. Achieving the goals and objectives of the organization requires a decent work environment, teamwork and employee involvement in their work.

A conducive *work environment* provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If the employee likes the work environment where he works, then the employee will feel comfortable at work, doing activities so that work time is used effectively. *Teamwork* generates positive synergies through coordinated effort. Individual efforts produce a level of performance that is higher than the number of individual inputs. The extensive use of teams produces the potential for an organization to produce greater results without increasing input. Teamwork will be superior to individual performance if the task that has to be done requires multiple skills. According to (Sadat et al., 2012),

someone who is not involved in participating in the organization will assume that the work is considered not important for self-esteem and does not have an emotional attachment to the organization which has a negative impact on declining performance.

Involvement refers to employee participation in decision making and problem solving, and increased autonomy in the work process. As a result, employees are expected to be more motivated, more committed, more productive, and more satisfied with work and contribute as a whole, participate in work and work flexibility (Rangus et al., 2016; Permarupan, et al., 2013; Narayanaswamy and Rao, (2014) ; Rahati et al., 2015).

The Ministry of Agriculture & Fisheries is a government institution that operates in the agriculture and fisheries sector which role in national economic development. The quality of human resources one of the factors that support employee improvement. This, of course, is inseparable from the effect of a shift in national development strategies towards good governance which requires openness, democratization, public participation, and excellent service to the community of various problems that occur in the Ministry of Agriculture & Fisheries, one is the work output of employees below expectations. The low quality of public services affects public confidence in the administration of the government. The situation in the Ministry of Agriculture & Fisheries is an example of how important human resources are in government organizations. Employees in the organization are required to actualize themselves as quality human resources and should be involved in a job in accordance with their abilities.

2. Literature Review

2.1. Work environment

The work environment is the sum of all conditions in the workplace that can affect employees both directly and indirectly. The work environment includes the place of work, facilities, and job aids, cleanliness, lighting, noise, and work relationships Hermawati and Mas, (2017). Work environment also includes the attitudes, values, norms, and feelings that are commonly held by employees in connection with their organization. Work environment is a condition or situation that directly or indirectly influences the power of movement and life of an organization because the work environment will always experience changes.

The work environment consists of the physical and non-physical environment attached to employees so that it cannot be separated to get good employee performance. According to Sedarmayanti (2009:31) the physical work environment is all physical forms that are around the workplace that can affect employees both directly and indirectly. While the non-physical work environment is all the circumstances that occur related to work relationships, both relationships with superiors and with colleagues, or relationships with subordinates.

The concept of the work environment is anything that is in the environment that can affect either directly or indirectly a person or group of people in conducting their activities. The work environment indicators in this study are based on; Pawirosuanto, and Gunawan, (2017); Jayaweera, (2015); Raziq and Maulabakhsh, (2015); Arsalani et al., (2011); Meriläinen and Kõiv, (2018). Work environment in physical and psychosocial working conditions. Physical work conditions are measured using demands on physical work, maintenance, cleanliness, and access to facilities while psychosocial work conditions are measured using; quantity demands, emotional demands, influence at work, work meaning, role clarity, leadership quality, sense of community, insecurity at work, job satisfaction and two scales to measure general health and mental health Aziz (2015).

2.2. Teamwork

Teamwork is an activity that is managed and carried out by a group of people who are members of an organization Guinalfú and Jordán, (2016). Teamwork can enhance collaboration and communication within and between parts of the organization. Usually, teamwork consists of people who have different expertise so that it becomes a strength in achieving organizational goals. Teamwork is a group where individual efforts produce higher performance than the number of individual inputs Walter et al., (2019).

According to Smither, Houston, McIntire (1996), an effective team is a team that allows its members to be able to produce task completion that is greater in number than the results of individual work because their work is the result of the team members' contributions together.

Hariandja (2006) indicates there are three types of teams, namely: a), problem solving team, a team formed to overcome various problems that arise to improve productivity. The activities of this team are to identify various problems, discuss

how to solve these problems and take action to improve. Team members usually come from a department of about ten people who have regular meetings every week, b) self-managed team, a team that is intended to improve productivity by giving authority to the group to manage their work, for example scheduling work, determining work methods, supervising members, giving rewards and punishment to members, and recruiting members. This membership usually comes from one department that performs the same task, c), the cross functional team is intended to complete specific tasks, for example new product development or planning and compensation system changes. These team members come from various departments with different expertise and orientation who work together to achieve a goal reward, punish members, and recruit members.

Teamwork indicators in this study are based on; (Farh and Tesluk, 2012; Mahabeer and Govender, 2012 ;Levi and Slem 1995; Walter et al., 2019) as follows: a) participatory leadership, namely the creation of freedom by encouraging, giving freedom to lead and serving others, b), shared responsibility, namely the creation of an environment that makes team members feel responsible as responsibilities of a manager in the implementation of work units, c), alignment on purpose, which has the same sense of purpose as in the initial goals and functions of team formation, d), intensive communication (intensive communication), namely the creation of a climate of trust and open and honest communication, e), focus on the future (future focused), i.e. there is change as an opportunity to develop (grow), f), focus on the task (focused on task), that is the creation of the focus of the attention of team members on the tasks carried out, g), the mobilization of talents (talents), namely the change of creative obstacles into creativity and the application of talent and individual abilities, h), rapid responses (rapid response) , i.e. the identification and implementation of each response quickly.

2.3. Employee Involvement

Work involvement is a level where someone feels synonymous with work, where work involvement will encourage someone that work is important for him Sofijanov et al., (2013). According to Kasaya and Munjuri, (2018) that work involvement in a specific work context is more directed at how the current work can provide satisfaction with someone at this time, while work involvement in the general context (generalized work context) is more directed at the value given from the work to his life . Work involvement has a definition that is the degree in which people are known from their work, participate actively in it, and consider their achievements important for self-esteem (Rohail et al., 2017). Work engagement is a participatory process that uses employee input and is intended to increase employee commitment to organizational success. Employee work involvement has a large influence on the success of an organization in achieving the goals of Robbins and Judge (2008: 281).

Work there are several characteristics of employees who have high work involvement (Job Involvement) and low Cohen, (2003), among others: 1), characteristics of employees who have high work involvement: a), spending time to work, b), has

a high concern for work and the company, c) satisfied with the work, d), has a high commitment to careers, professions and organizations, e), provides the best efforts for the company, f), the level of absence and intention low turnover, g) high motivation. 2. Characteristics of employees who have low work involvement: a), do not want to try hard for the progress of the company, b), do not care about the job or the company, c), are not satisfied with the job, d), do not have a commitment to work or the company, e), high absenteeism and turnover intentions, f), have low work motivation, g), high resignation rate, h), feel less proud of work and the company.

Employee involvement provides a significant influence on employee performance which means that the higher the level of employee involvement in an organization will increase employee productivity and organization. Indicators of employee involvement in this study are based on Employee involvement provides a significant influence on employee performance which means the higher level of employee involvement in an organization will increase employee productivity and organization. Indicators of employee involvement in this study are based on Employee involvement provides a significant influence on employee performance which means the higher level of employee involvement in an organization will increase employee productivity and organization. Indicators of employee involvement in this study are based on (Rangus et al., 2016; Permarupan, et al., 2013; Narayanaswamy, and Rao, 2014; Rahati et al., 2015); have goals, overall contributions, participate in work and work flexibility.

2.4. Employee Performance

Performance is essential element in management, which is meant by performance or performance is the result or overall level of success of a person during a certain period in carrying out tasks based on various measures, such as work standards, targets, or criteria that have been determined in advance and agreed upon together. Jankingthong and Rurkkhum (2012), explained that performance can be divided into two, namely; 1) task performance and; 2) contextual performance.

Task performance refers to the behavior of direct involvement in producing goods or services, and this is related to the wage system in the organization. While contextual performance can be interpreted as performance that is indirectly needed in a job but can shape the social and psychological context in organizations. Contextual performance has two aspects, namely interpersonal facilitation concerning cooperation, attention and mutual assistance that can foster the performance of colleagues. The second aspect is work dedication which involves self-discipline, hard work attitude, initiative and compliance with organizational regulations. Sutrisno, (2013) performance regarding what an employee produces from his work attitude or behavior. Performance with another understanding, namely work performance, work results of someone who has been achieved from his behavior in performing work duties.

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Khan et al., (2010) defines job performance as employee performance in terms of quantity and quality. Performance acts as a behavior related to the duties and responsibilities of employees to solve problems in the work environment Raziq and Maulabakhsh, (2015). According to Anitha (2014) performance is an organizational behavior that is directly related to employee performance and the achievements achieved refer to the preparation of the plan while seeing the results. Performance can be understood as the main concept of the organization that shows how far the determination of the ability of actors, organizational tasks to achieve goals. Generally, performance is assumed to be related to an individual's ability or positive contribution from an employee to realize his work goals, meet expectations and achieve work targets and/or achieve standards set by the organization Mensah, (2015). Factors that affect employee performance in an organization consist of: work environment, teamwork, employee involvement, (Samson and Koima, 2015; Walter et al., 2019; Rangus & Slavec, 2017; Saputro, 2016).

There are factors that have an impact on improving employee performance, such as the good work involvement of workers of an organization is a strong factor in improving performance in an organization that is still felt to be less than optimal. According to Robbin and Judge (2008) "the involvement of workers makes them feel valued, feel they have, feel more responsible, and in turn improve their performance".

Performance acts as a behavior related to the duties and responsibilities of employees to solve problems in the work environment Lee et al., (2010). Individual work performance as employee behavior or actions that are relevant to organizational goals while task performance can be the ability where the individual performs core or technical tasks that are central to his work, besides task performance, contextual performance as behavior that supports the organizational environment (Koopmans et al., 2014).

Performance indicators in this study are based on Koopmans et al., (2014); Lee et al., (2010), the quantity and quality of work produced, scales to measure task performance and contextual performance but the rating scale is based on: 1). Employee work targets, with assessments covering aspects of: a), quantity, namely the volume of work that can be completed by employees at certain work hours, b), quality, is the quality of service that can be realized without causing complaints from the public using public services, c), time, is a whole series of times when a process, action, or state is or is in progress. 2). Work behavior is the attitude of behavior, attitudes or actions taken by employees or not doing something that should be done in accordance with the provisions of the legislation.

2.5. Hypothesis

Employee performance is a variable that is the focus of this study. This is based on a phenomenon related to less-than-optimal performance of government organizations in the Ministry of Agriculture & Fisheries in Dili Timor-Leste). To give clear direction to this empirical research it is necessary to build hypotheses from the study of literature, and the results of empirical research.

The hypothesis that is built is then evaluated for its truth through the process of analysis using data obtained from research subjects in the field with interviews, documentation and questionnaires. For answers to the formulation of the problem, this study uses descriptive analysis to explain the effect of the variables, as well as to determine the effect of each exogenous variable on endogenous variables conducted quantitative analysis using Partial Least Square (PLS). Overall, the results of the study will produce a conclusion in response to the problem under study, the conclusion will later be used as an evaluation material for policy making for the government environment to support the improvement of employee performance development in Timor-Leste.

Conceptual framework is a relationship or relationship between one or several concepts with other concepts of the problem under study. The universal phenomenon of employee performance is less than the maximum impact on the quality of work, the quantity of work, the presence of employees at work, accuracy in completing work and cooperation in organizational agencies Güngör (2011). In this study employee performance is defined as a description of the level of achievement of the

implementation of activities, programs, policies, using resources to achieve the goals set. In other words, performance is a function of job ability in accepting work goals, levels of achievement, goals and interactions between goals and work.

Three variables can influence employee performance based on theories of the research findings that have been described, then in this section the researcher determines that the work environment, teamwork, and employee involvement, are important to explain. Based on theories of the research findings that have been described, then in this section the researcher determines the framework of the research concept that is related to the work environment, teamwork, and employee involvement and employee performance variables.

Based on the explanation above, the concept of this research model can be seen in Figure 2.1 Various problems that occur in the Ministry of Agriculture & Fisheries environment one of the most fundamental is the performance of employees that is less than the maximum. This relates to the work output. Where the poor bureaucracy and the low quality of public services and public confidence in the administration of government. From the phenomena that occur in the Ministry of Agriculture & Fisheries environment, it can be concluded that how important aspects of human resources are in the management of good government organizations. Employees in the organization are required to be able to actualize themselves as quality human resources and employees should be involved in a job in accordance with the orders from their superiors to participate actively in accordance with their abilities in order to work better.

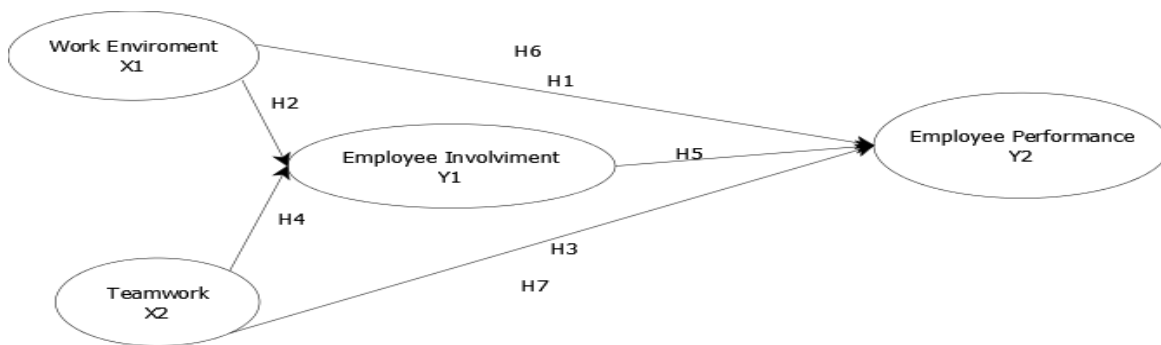


Figure 2.1. Hypothesis

2.5.1. The influence of the Work Environment on Employee Performance.

A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions, if the employee likes the work environment where he works, then the employee will feel comfortable at work for activities so that working time is used effectively and optimally employee performance is also high.

The work environment includes work relationships formed between fellow employees and work relations between subordinates and superiors as well as the physical environment

where employees work (Pawirosumarto and Gunawan, 2017; Adam, and Boateng, 2017; Meriläinen and Kõiv, 2018; Bibi and Majid, 2018; Jayaweera, 2015; Rohail et al., 2017; Raziq and Maulabakhsh, 2015) has proven that a pleasant work environment is very important to encourage the most productive levels of employee performance. Based on the description above, as well as the support of the results of previous studies, the following research hypothesis is developed:

H1: The work environment has a positive and significant effect on employee performance.

2.5.2. Effect of Work Environment on Employee Involvement.

The work environment is a place where employees conduct work activities. The work environment can bring positive and negative impacts on employees to achieve their work. The work environment in an organization is important for management to consider. Even though the work environment does not carry out the production process in an organization, the work environment has a direct influence on the employees who carry out the production process (Mohd and Zailan, 2016; Tyagi, 2017), employees who care about the work environment both for personal comfort and to make it easier to do tasks better.

According to Pawirosumarto and Gunawan, 2017; Adam, and Boateng, 2017; Meriläinen and Kõiv, 2018; Bibi, and Majid, 2018) that a good work environment, such as an attractive and clean environment, encourages employees, individuals to complete their work effectively. According to Adam et al. (2017), organizational environment plays an important role for employees. Employees have a large number of work alternatives, so the environment at work is a key factor for accepting and / or maintaining employment. The quality of the environment at work can easily determine the level of employee motivation, performance, and productivity.

Based on the description above, as well as the support of the results of previous studies, the following research hypothesis is developed:

H2: The work environment has a positive and significant effect on employee involvement.

2.5.3. The effect of Teamwork on Employee Performance.

In short definition, teamwork is a set of values, attitudes, and behaviors in a team. So it does not always consist of a group of people with the same style, attitude, or way of working. Through collaboration and sharing of knowledge and skills, a team is often able to complete tasks effectively, rather than being conducted by an individual.

Teamwork are groups whose individual efforts produce higher performance than the number of individual inputs Raziq and Maulabakhsh, (2015). This means that the performance achieved by a team is better than the performance per individual in an organization (Gil, and Peiró, 2005; Walter et al., 2019; Levi and Slem, 1995; Mahabeer and Govender, 2013; Farh and Tesluk, 2012; Henttonen, and Johanson, 2013). The extensive use of teams produces the potential for an organization to produce many greater results without increasing input. Teamwork will be superior to individual performance if the task must be done according to multiple skills.

Based on the description above, as well as the support of the results of previous studies, the following research hypothesis is developed:

H3: Teamwork positive and significant effect on employee performance.

2.5.4. The Effect of Teamwork on Employee Involvement.

Teamwork are groups whose individual efforts produce higher performance than the number of individual inputs Walter et al., (2019). This means that the performance achieved by a team is better than the performance of individuals in an organization. One indicator of effective interpersonal functions of employees at work is the effectiveness of teamwork, or the extent to which employees collaborate well with other team members and meet their needs effectively.

Teamwork effectiveness is achieved when employees effectively exchange information and resources with, collaborate actively, and respond to the needs and requests of other team members in an appropriate manner Farh and Tesluk, (2012). Overall the team is organizing employees in an effort to utilize their collective competence at work (Mahabeer and Govender, 2013).

Mahabeer and Govender, (2012) teamwork is a person who is sportive, sensitive, and happy to get along, and is able to recognize the flow of emotions that is hidden in the team very clearly. Teamwork generates positive synergies through coordinated effort. Their individual efforts produce a level of performance that is higher than the number of individual inputs (Gil, and Peiró, (2005). Based on the description above, as well as the support of the results of previous studies, the following research hypothesis is developed:

H4: Teamwork has a positive and significant effect on employee involvement.

2.5.5. The Effect of Employee Involvement on Employee Performance.

Employee involvement provides a significant influence on employee performance which means the higher level of employee involvement in an organization will increase employee productivity and organization. Employee involvement or participation in work activities is important to note because with the involvement of employees will cause them to be willing and happy to work together, both with the leadership or with fellow colleagues (Lin, 2006; Mahabeer and Govender, 2012; Ahya, 2016; Bosak et al., 2017; Rangus and Slavec, 2017). Job involvement is linked to work related behavior as well as being the next predictor of work-related outcomes. Employees who have a great emotional involvement towards the organization's goals will provide benefits to the organization, namely increased work productivity. Based on the description above, as well as the support of the results of previous studies, the following research hypothesis is:

H5: Employee involvement has a positive and significant effect on employee performance.

2.5.6. The Role of Employee Involvement Mediates the Relationship of the Work Environment to Employee Performance.

Employee involvement is a form of commitment of an employee in involving the role and concern for work both physically, knowledgeable and emotionally, so that the work he does is important and has a strong belief to be able to complete it. According to Rahati et al., (2015), work involvement is the

mental and emotional involvement of people in group situations that encourage them to contribute to group goals and the various responsibilities for achieving those goals. According to (Narayanaswamy and Rao, 2014) work involvement is a degree of someone psychologically interpreting himself with work and considers the level of performance as important for self-esteem. Based on the description above, as well as the support of the results of previous studies, the following research hypothesis is developed:

H6: The role of positive employee involvement mediates the relationship between work environment and employee performance

2.5.7. The Role of Employee Involvement Mediates the Effect of Teamwork on Employee Performance.

Work engagement is defined as a measure to which individuals psychologically side with their work and consider the level of performance achieved as an important self-esteem Robbins and Judge, (2008: 100). Work involvement is an employee who has a high work involvement in his work characterized by employees having a high concern for work, a feeling of being psychologically attached to the work he is doing and a strong belief in his ability to complete work Hernaus and Mikulić, (2014).

According to Mahabeer and Govender, (2012), work involvement as the values of "the goodness and importance of work" that internalize among people. Work engagement will not only result in timely attendance at work, employee feelings of success in their work, and a sense of goal achievement and optimism about the organization but will also lead to a belief in the compatibility between personal goals and organizational goals (Sofijanovna et al., 2013; Sadat and Fesharaki, 2012; Rahati et al., 2015). Based on the description above, as well as the support of the results of previous studies, the following research hypothesis is developed:

H7: The role of positive employee involvement mediates the relationship between teamwork and employee performance.

3. Research Methods

This research takes place at the East Timor public sector government office, with a focus of study on the Ministry of Agriculture and Fisheries in Dili Timor-Leste. The object of research is the work environment, teamwork, employee

involvement and employee performance. The population in this study were 680 employees of Ministry of Agriculture and Fisheries in Dili Timor-Leste. The sample size in this study was determined based on the Solving formula sample size 156.

The data analysis method uses Structural Equation Modeling (SEM) -Partial Least Square (PLS). Based on the framework of the research concept, the research model will be analyzed using SEM-PLS. Descriptive analysis was conducted with the SPSS program, whereas inferential analysis was conducted with the SmartPLS 3.0 program.

4. Results

Characteristics of respondents in this study were based on gender, age group, marital status, education level, years of service. The question of the characteristics of respondents becomes important in this study because it can explain or provide a description of the identity of the respondents in the study, because by describing the identity of the respondents in the study, it will be known the composition and position of the respondents in this study, which in turn can be analyzed to draw a conclusion to support this research.

4.1. Reliability and Validity

Measurement of the outer model based on the criteria of convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha, shows that it has met the criteria for testing validity and reliability, then each indicator can be declared valid and reliable. Discriminant compares the square root of the variance extracted (\sqrt{AVE}) coefficient of each latent variable with the correlation coefficient between the other latent variables in the model. The recommended AVE value is greater than 0.05 (Lathan and Ghozali., 2012: 79), so that variable indicators have good discriminant validity. The results of the discriminant validity calculation are shown in Table I.

Composite reliability and Cronbach's Alpha are reliability measurements between the indicator blocks that make up the research model. Reliability of composite and Cronbach's Alpha is considered good if the value is above 0.70. Based on the results of data calculations using the SmartPLS 3.0 program, composite reliability and Cronbach's Alpha values are shown in Table I.

Table I. The Composite Reliability and Cronbach's Alpha Variables Work Environment, Teamwork, Employee Involvement, and Employee Performance

Variable	Composite Reliability	Cronbach's Alpha	AVE
Work environment (X1)	.884	.858	0.533
Teamwork (X2)	0.882	0.848	0.504
Employee involvement (Y1)	0.848	0.759	0.583
Employee performance (Y2)	.897	0.867	0.523

The structural model (inner model) is assessed to check how well the research model is formed using several variables. The testing criteria for assessing the model in this study are

based criteria, namely: R-Square (R2), Q-Square Predictive (Q2), Goodness of Fit (GoF), and Effect size (f2). The results of data calculations using Smart PLS 3.0 are shown in Table II.

Table II. R-Square (R2) of Employee Engagement Variables, and Employee Performance

Variable	R-Square (R2)	Information
Employee involvement (Y1)	0.461	High
Employee performance (Y2)	0.456	High

Based on Table II, the value of R-Square (R2) for employee engagement variable (Y1) is 0.461, employee performance is 0.456 (Y2). R2 value of 0.461, for employee involvement means that 46.10% employee involvement is influenced by the work environment and teamwork, the rest (53.39%) is another factor outside the research model. R2 value of 0.456 on employee performance variables means that employee performance of 45.60% is influenced by employee vacancies, the rest (54.38%) is another factor. Referring to the criteria set by (Hair et al., 2010; Latan & Ghozali, 2012: 85), that the R2 value is relatively high. Q2 calculation results show a value of = 0.7068 which means that 70.68% of the relationship between latent variables can be explained strongly by the research model, while the remaining 29, 32% is another factor that is not taken into account in the research model. GoF calculations are based on the R2 value and AVE value on each variable. GoF calculation results show a value of 0.4975, based on GoF criteria according to Latan and Ghozali (2013: 86), the values above are classified as high GoF. This means that the research model has a high degree of accuracy.

Predictive Relevance (Q2), and Goodness of Fit (GoF), then the measurement results can be stated in good categories. Because all the structural model evaluation criteria used (R2, Q2, and GoF) show good results, the research model that examines the relationship between variables work environment, teamwork, employee involvement, and employee performance including a good model.

Based on the two stages of model evaluation, namely the measurement model / outer model stage and the structural model/inner model stage, where both stages provide decent results, then it can be continued at the third stage, namely testing the research hypothesis.

4.2. Hypothesis Testing Results

Testing the direct effect of each research hypothesis is evaluated in detail based on the results of testing research data that is processed with SmartPLS 3.0 software and the results are shown in Figure 1 and Table IV

The results of the structural model / inner model evaluation are measured by the criteria of R-Square (R2), Q-Square

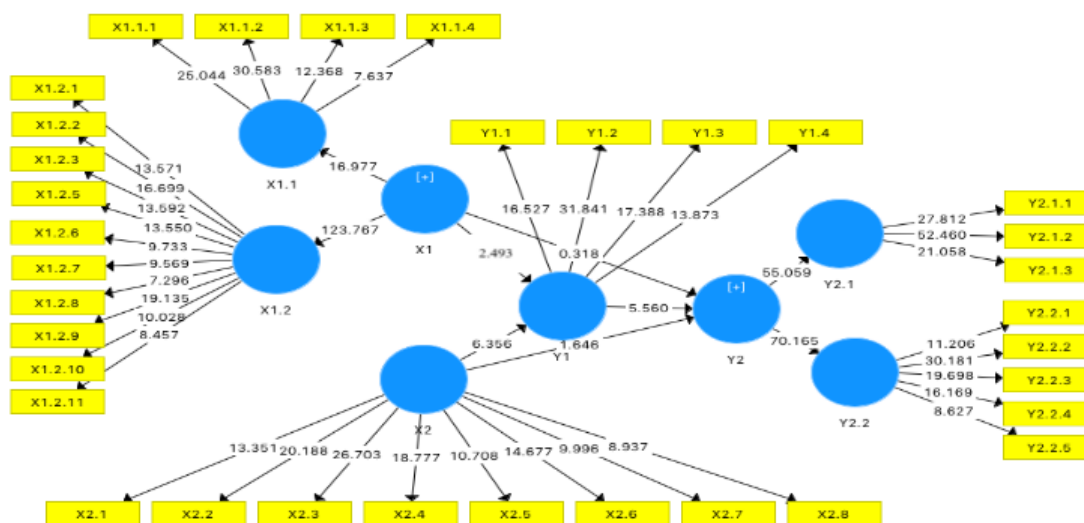


Figure 1 Path Coefficient at $\alpha = 0.05$.

Table III. Direct Influence Between Work Environment, Teamwork, Employee Involvement, on Employee Performance

Relationship between variables	Coefficient. direct influence	T-statistics	T-table	Information
X1 → Y1	0.238	2,493	> 1.96	Significant
X1 → Y2	0.036	0.318	<1.96	Not significant
X2 → Y1	0.548	6,356	> 1.96	Significant
X2 → Y2	0.217	1,646	<1.96	Not significant
Y1 → Y2	.484	5,560	> 1.96	Significant

Based on the results shown in Figure 1 and Table III, the work environment shows a positive and not significant effect on employee performance where the path coefficient shown is 0.036 with t-statistics of 0.303 <1.96. The results of this test indicate that Hypothesis 1 (H1) which states that the value of the work environment has a positive and significant effect on employee performance is not accepted. The work environment shows a positive and significant effect on employee involvement where the path coefficient shown is 0.238 with t-statistics of 2.493 > 1.96. The results of this test indicate that hypothesis 2 (H2) which states that the work environment has a positive and significant influence on employee involvement can be accepted.

Teamwork shows a positive and not significant effect on employee performance where the path coefficient shown is 0.217 with t-statistics 1.646 <1.96. The results of this test prove that hypothesis 3 (H3) which states that teamwork has a positive and not significant effect on employee performance is not acceptable. Teamwork shows a positive and significant effect on employee involvement where the path coefficient shown is

0.548 with t-statistics of 6.456 > 1.96. This test proves that hypothesis 4 (H4) which states that teamwork has a positive and significant effect on employee involvement can be accepted.

Employee involvement shows a positive and significant effect on employee performance where the path coefficient shown is 0.484 with t-statistics of 5.604 > 1.96. The results of this test prove that hypothesis 5 (H5) which states that employee involvement has a significantly positive effect on employee performance can be accepted. The indirect effect of hypothesis 6 (H6), namely: the role of involvement in mediating the relationship of work environment on employee performance, and hypothesis 7 (H7), namely: the role of employee involvement mediating teamwork on employee performance. Each indirect influence hypothesis is evaluated in detail based on the results of processing research data that is processed with SmartPLS 3.0 software and the results are shown in Table. IV

Table IV. The Indirect Effect of the Work Environment, Teamwork, Variables on Employee Performance

Relationship Between Variables	Mediation Variable	Indirect	t-statistics	Information
X1 -> Y1 -> Y2	Y1	0.078	3,735	Significant
X2 -> Y1 -> Y2	Y1	0.265	3,835	Significant

Employee involvement (Y1) is mediating the effect of the work environment (X1) on employee performance (Y2). This is indicated by the value of the path from the work environment to employee performance through involvement of 0.078 with a t-statistics value of 3.735 > 1.96. The results of this test illustrate that hypothesis 6 (H6) which states that employee involvement fully mediates (full mediation) the influence of the work environment on employee performance is acceptable. Employee involvement (Y1) is mediating the effect of teamwork (X2) on employee performance (Y2). This is indicated by the value of the path from teamwork to employee performance through employee involvement of 0.265 with a t-statistics value of 3.835 > 1.96. If seen from another angle, where teamwork has a positive and not significant effect on employee performance, while involvement has a significant positive effect on employee performance, then employee involvement acts as a full

mediation (full mediation) relationship between teamwork and employee performance.

5. Discussion

In testing the data generated that the work environment as an exogenous variable has no significant positive effect on employee performance. A positive and insignificant work environment on employee performance proves that physical and psychosocial work conditions are based more on individuals to set specific targets in performance. This can prove that the employees at Ministry of Agriculture and Fisheries in Dili Timor-Leste have not been maximized in accessing the work environment properly and consistently in physical work conditions or psychosocial work conditions. Previous research that supports this result, Pawirosumarto, and Gunawan, (2017), showing that the work environment does not significantly affect

employee performance at Parador Hotels and Resorts. Based on this explanation, it can be said that this study confirms previous research that employees do not feel comfortable in the work environment. This study was unable to confirm a number of previous research findings which revealed that an employee's work environment could improve better performance in an employee, (Pawirosumarto and Gunawan., 2017; Saputro and Paramita, 2016; Tyagi, 2017; Jayaweera, 2015).

The work environment as an exogenous variable has a significant positive effect on employee involvement. This identifies that the work environment means that the better the work environment, the better the involvement of employees in work. A positive and significant work environment for employee involvement proves that the conditions in the workplace can affect employees both directly and indirectly in work where someone will be seen attitudes, values, norms, and feelings that are commonly owned by him at work. These conditions or situations that directly or indirectly affect the style of movement in organizational life because the work environment will always experience changes. This matter can prove that the employees at the Ministry of Agriculture and Fisheries in Dili Timor-Leste can work well as desired, if employees feel safe and comfortable in a good and conducive work environment. There are previous studies that support this result, (Rangus and Slavec, 2017; Permarupan, and Saufi, 2013; Jayaweera, 2015), employee involvement is a factor that can support employee performance. Adam, Effah and Boateng, (2017) that the work environment can increase employee involvement, in increasing employee involvement an employee will feel comfortable and safe in the work environment under physical working conditions and psychosocial work conditions such as building maintenance, access to all facilities so as to improve one's competency at work.

Based on this description, in general it can be stated that the results of this study confirm a number of previous research findings which reveal that the work environment is able to provide encouragement to employee involvement so that employees can do their jobs better. Teamwork as an exogenous variable has a positive and not significant effect on employee performance. This identifies that teamwork means that the better the teamwork, the better the employee's performance.

Teamwork positive and insignificant effect on employee performance proves that work goals, contributions in the organization and participation in setting organizational goals always provide positive things for employees in performing their duties and responsibilities. Performance is the level of someone feeling synonymous with work, where performance will encourage someone that work is important to him. Work performance is a participatory process that uses employee input and is included to increase employee commitment to organizational success. Employee performance can provide a very large influence on the success of an organization in achieving its goals. This matter can prove that the employees at Ministry of Agriculture and Fisheries in Dili Timor-Leste in work performance become an employee's commitment to his work which is characterized by employees having high concern for work, there is a feeling of being psychologically attached to the work he is doing and a strong belief in his ability and

realizing that his work performance is important for self-esteem. Previous research that supports this result (Farh, Seo and Tesluk, 2012) explains that teamwork has a complex relationship to employee performance. Employee performance in doing work both individually and in groups to achieve common goals, has a positive impact on the performance of individuals and organizations in achieving organizational goals (Gil and Peiró, 2005; Rangus and Slavec, 2017).

To improve employee performance, teamwork prioritizes good service to all employees, responsibility in teamwork, creating a climate of trust, open and honest communication, creating a focus on team members' attention. Based on this description, in general it can be stated that the results of this study confirm a number of previous research results which revealed that teamwork is able to provide encouragement to employee performance so that employees can do their jobs better. The better teamwork at work, the better employee performance. Teamwork has a significant positive effect on employee involvement. This identified that teamwork meant that the better the teamwork, the better the employee involvement. Positive and significant teamwork for employee involvement in Ministry of Agriculture and Fisheries in Dili Timor-Leste., proves that teamwork can improve collaboration and communication within and between parts of the organization. Teamwork is a group where individual efforts produce higher performance than the number of individual inputs. Teamwork generates positive synergies through coordinated efforts.

The results of previous research are teamwork contributes to increase employee engagement (Anitha, 2014), there is a significant relationship between teamwork and employee involvement. Workplace conditions play a vital role for employees whether they want to continue working in the organization. Good teamwork can produce positive synergies through coordinated effort. Teamwork as a form of work in groups that must be organized and managed properly in the success of the organization. Based on this description, in general it can be stated that the results of this study are able to confirm a number of previous research findings which reveal that teamwork can increase work engagement, so that employees can do their jobs better. The better the teamwork, the better the employee involvement.

Employee involvement has a positive and significant effect on employee performance. This identifies that employee involvement means that the better the employee involvement, the better the employee's performance. Positive and significant employee involvement on employee performance proves that employee involvement depends on clear goals for the job, understanding the work and contributing to work. The greater the employee's contribution to work, then all organizational needs will be. This matter can prove that the employees at Ministry of Agriculture and Fisheries in Dili Timor-Leste showed high involvement so that it could affect work performance.

Based on this description, in general it can be stated that the results of this study confirm a number of previous studies which revealed that employee involvement in an employee is able to provide encouragement to performance so that employees can do their jobs better, (Mohd Shah and Zailan, 2016; Mahabeer

and Govender, 2013; Henttonen, Janhonen and Johanson, 2013; Dimming, 2013). Statistical test results found that employee involvement mediates the influence of the work environment on employee performance. The results of hypothesis testing in Table IV where significant employee involvement is mediating the effect of the work environment on employee performance. In the hypothesis test shown in Table IV where the work environment has a significant effect on employee involvement, based on this it can be stated that employee involvement is a full mediation of the relationship of work environment to employee performance in Ministry of Agriculture and Fisheries in Dili Timor-Leste.

This means that employee involvement is a factor that can mediate the relationship between work environment and employee performance. While the hypothesis of employee involvement mediates the relationship of work environment to employee performance is proven, namely the effect of employee involvement on employee performance. Thus the statement that employee involvement is concluded has a significant effect on employee performance in this study. The results of the analysis get an estimate of the effect of employee involvement on employee performance is 0.484 with a positive sign. Thus it can be concluded that the increase in dimensions of employee involvement has a positive impact on employee performance. It can be proven that employee involvement is able to fully mediate the influence of the work environment, work environment on employee performance at Ministerio Agricultura e Pescas. This is shown from the results of the statistical tests in Table IV, where the work environment has a significant positive effect on employee involvement, as well as employee involvement has a significant positive effect on employee performance.

Employee involvement acts as a mediator of the relationship between teamwork and employee performance. If we look at the teamwork contribution, the total direct effect between teamwork and employee performance is 0.217 while the total indirect effect (work environment → employee involvement → work performance of employees) is 0.265, meaning an increase of 0.484 points. This means that involvement can strengthen the relationship between teamwork and employee performance. Improved teamwork, coupled with stronger employee involvement, can improve employee performance for the better. A number of previous research findings that are consistent with this research include (Walter et al., 2019; Gil, and Peiró, 2005; Adam, and Boateng, 2017; Raziq and Maulabakhsh, 2015; Permarupan, and Saufi, 2013; Sadat and Fesharaki, 2012).

6. Implications

Theoretically this research has been able to build a theoretical model about the role of employee involvement in mediating the work environment, teamwork on employee performance. The results of the model explain that the work environment, teamwork directly and indirectly does not affect employee performance. This research emphasizes the importance of employee involvement in mediating the work environment,

teamwork on employee performance increases the performance of employees Ministry of Agriculture and Fisheries in Dili Timor-Leste. This research is very meaningful for employees, because of employee limitations, the results of this study are expected to provide an illustration that the work environment is an important determinant of employee performance. Although the environment does not directly affect performance, it influences employee involvement, which in turn affects employee performance.

For organizations, the results of this study provide clues to the importance of giving the role of employee involvement (job involvement) to each employee in the form of an employee's commitment, involving the role and concern for work, both physically, knowledgeably, and emotionally so that the work performed is very important, and have a strong belief to get the job done. Good teamwork, in improving employee performance.

7. Conclusion and Limitation

Based on the analysis and discussion as stated above, the following conclusions can be made the work environment does not have a significant positive effect on the performance of employees of Ministry of Agriculture and Fisheries in Dili Timor-Leste, meaning that the work environment is anything that is around the workers who can influence themselves in conducting the tasks they carry. The work environment includes the place of work, facilities, and job aids, cleanliness, lighting, tranquility, including work relationships between people who are in the place but the environment in the Ministry does not fully support employee performance. The work environment has a significant positive effect on employee involvement in Ministry of Agriculture and Fisheries in Dili Timor-Leste, meaning that the work environment is anything that is in the environment that can affect either directly or indirectly a person or group of people in conducting their activities in the organization. Teamwork not significant positive effect on employee performance Ministry of Agriculture and Fisheries in Dili Timor-Leste, meaning that an effective team is a team that allows its members to be able to produce task completion that is greater in number than the results of individual work because the results of his work are the result of the contribution of team members together- the same but the teamwork at Ministry of Agriculture and Fisheries in Dili Timor-Leste does not fully work in supporting performance.

Teamwork significant positive effect on employee involvement Ministry of Agriculture and Fisheries in Dili Timor-Leste, meaning that employee involvement has a significant positive effect on employee performance Ministry of Agriculture and Fisheries in Dili Timor-Leste, meaning that employees involve at all levels of the organization in decision making and problem solving (can be ideas, and suggestions, criticism. The role of employee involvement fully mediates the relationship of the work environment to employee performance is defined as the degree to which a person feels identical to work, where the work involvement of employees Ministry of Agriculture and Fisheries in Dili Timor-Leste feels compelled to do his job. The role of employee involvement fully mediates

the relationship of work teamwork to employee performance, meaning that work involvement in a specific work context is more focused on how current work can provide satisfaction with someone at present, whereas work involvement in a general context (generalized work context) is more directed at the value given from the work to his life. Work involvement employee of Ministry of Agriculture and Fisheries in Dili Timor-Leste have the degree to which people are known from their work, participate actively in them, and consider their achievements important to respect.

This research was developed as an integrated model, but there are some limitations in this study that make this research imperfect. First, this research was only conducted at one of the Government Ministries so that respondents' perceptions were still too little. Second, further

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