

The Role of Work Satisfaction and Work Culture in Mediating the Relationship Between Time Management and Employee Performance

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Abstract

This research has an aim to examine the role of job satisfaction and work culture in mediating the relationship between time management and employee performance. The analysis method used is the SEM-PLS using the SmartPLS 3.0 program. The analysis results show that time management has a positive and insignificant influence on employee performance. Time management has shown a positive and significant influence on job satisfaction. On the other hand, time management has a positive and significant influence on work culture. Job satisfaction has a positive and insignificant influence on employee performance, while work culture has a positive and significant influence on employee performance. Theoretically, this study is able to develop a theoretical model regarding the role of job satisfaction and work culture in mediating the influence of time management on employee performance. The results of the model explain that time management not significant direct influence on employee performance.

Keywords: Time Management, Job Satisfaction, Work Culture and Employee Performance.

1. Introduction

The success of an organization is the main aim of developing countries, including Timor-Leste (Gavrea et al., 2011). Timor-Leste is in an early stage of organizing a newly established country, having resources that needs relatively more efficient organization management support, because the human resources will play an important role in achieving the organizational goals. In increasing the efficiency of the human resources, specifically the performance of employees, institutional development is a very important component, because the success of the government is determined by the organizational performance, through the performance of the employees (Rusu et al., 2016). Employee performance in conducting the administration and performing the government tasks, contributes to the development towards success. This is because the government employees are directly exposed with various issues in the public sector (Ariyanto et al., 2020). The Ministry of Agriculture and Fisheries is one of the government organization that has a direct role in providing public services in Timor-Leste. In general, the bureaucracy reformation has increased the quality of service and emphasized on the fundamentals of good governance, but there are still some weaknesses in the aspects of the management, institutional and human resource management which may not be performing optimally. To improve employee performance and improve the

conduciveness for employees in performing their tasks, there is a need for human resource development, support, and most importantly, government needs to expand the ongoing reformation, which will require the employees to actively improve themselves. From the phenomena in which the performance of the public sector government employees in Timor-Leste are not optimal, the employees are required to provide the best service possible or provide prime services by improving their performance. However, in practice employees frequently ignore the meaning of service (Ariyanto et al., 2020). This condition is caused by various issues related to the implementation of public services, in which the employees arrive late and leave work early, employees are absent, do not work in accordance to their work schedule, frequently leave work during work hours, procrastinate their work, and they prioritize other external or social activities.

With this, it can be said that the employees are not able to manage their time well, which is seen from how the employees procrastinate their work. Low job satisfaction occurs due to the uneven education level, while work culture is clearly still weak seen from the lack of discipline in the employees in complying to the work rules, resulting in the employees frequently unable to fulfill their work target in terms of quantity and quality. This affects the performance of the employees in the Ministry of Agriculture and Fisheries, Timor-Leste. Dizgah et al. (2012) stated that to develop qualified public services, the organization should be managed well to provide room for the employees to improve their achievement and use their time efficiently in performing their tasks and responsibilities. Locke & Latham (2013) revealed that work performance is influenced by a certain “work target”, namely the intention to achieve goals. Theoretically, individual work performance can be divided into four aspects, namely: work performance, contextual performance or organization citizenship behavior, contra-productive work behavior, and withdrawal behavior.

Time management is as a skill that is related to the effort or action by individuals in utilizing their time well to determine the prioritized goals, planning, and evaluate their work results to achieve their personal goals in work (Deschamps & Mattijs, 2017). Time management has a positive effect in improving employee’s performance in achieving the organizational goals (Ziekye 2016). A number of studies have proved that time management is very important in creating room to develop employee capacity, develop the responsibilities and abilities of individuals in accepting the task of improving their performance (Adu-opping et al. 2014; Akcoltekin 2015; Ugwulashi 2013; Zampetakis et al. 2010). The research regarding the relationship of time management and employee performance conducted by Ziekye (2016) found that time management has a significant influence on employee performance. The research by Ghiasvand et al. (2017) revealed that the skill to determine the which goal to prioritize on (time management dimension) has a significant influence on employee performance. Fitsimmons (2010) also found that time management with a good planning dimension is able to increase performance. The research by Golabli et al. (2013) showed that there is a positive relationship between time management and work performance.

Macan (1996) showed results that do not agree with the expectations. Respondents report that by frequently using time management behaviors, their performance did not change significantly after the training. The research results by Tavakoli et al. (2016) showed that there is no significant change

or relationship between time management and employee performance. The main finding in the research by Ngasa (2015) is that employees are not aware of the potentials of utilizing time management in their work place. Time management techniques show that employees do not perform what they know, which results in a bad performance of their tasks. The research by Gibbson (2016) showed that time management does not have an influence on the work project determination dimension. The research results regarding the influence of time management on employee performance are still not consistent, thus it is a gap which must be further examined. Thus, this research is conducted to fill in the gap by using the model approach through the integration of the concepts of time management, job satisfaction, work culture and employee performance. This research aims to: (1) Explain the influence of time management on job satisfaction, work culture and employee performance, (2) examine the role of, job satisfaction and work culture in mediating the relationship between time management and employee performance

2.Literature Review

The concept of time management was made popular and accepted by many parties since 1966 (**Drucker (1966)**). According to **Macan (1996)**, time management is a form of self-control in using time effectively and efficiently by conducting planning, scheduling, having control over time, always making priorities and never procrastinating unfinished work. Meanwhile, according to **Abbasnejad et al., (2013)**, time management is defined as the ability to prioritize, schedule, perform individual responsibilities for personal satisfaction. Time management as the effective allocation and utilization of time in performing activities that are directed towards the fulfilment of goals, which encompasses the management and prioritization of goals, monitor development, and manage productivity (**Gibbson, 2016**). The measurement of time management refers to the indicators used in the research by: (**Chang & Nguyen 2011; Ahmad, Nizan, et al. 2012; Azar 2013; Adu-Oppong et al. 2014; Akcoltekin 2015**) including: 1) determining priority goals, 2) scheduling, 3) inspection or evaluation. Siagian (2013: 295), job satisfaction is a person's perspective, which can be positive or even negative, regarding their job. Job satisfaction is an important matter related to performance (**Luthans, 1998: 431**). The indicators of , job satisfaction, according to **Luthans (1998: 431)** consists of; 1) salary and compensation, 2) the job itself, 3) co-worker, 4) work promotion, and 5) supervision. However, according to **Ivancevich et al. (2007: 90)**, work satisfaction is measured with: 1) reward, 2) the job itself, 3) promotion opportunity, 4) supervision, 5) co-worker, 6) work conditions, and 7) work safety. Meanwhile, **Sabri et al. (2011)** used the indicators of work satisfaction, namely: love the job, promotion, supervisor, benefit, rewards, simple procedures, salary, and communication. **Khalid et al. (2011)** in their research used: pay, promotion, supervision, benefit, co-worker, nature of work and communication as the indicators of work satisfaction of employees. The indicators of employees', job satisfaction in this research is adopted and adapted from the research conducted by: (**Hutabarat 2015; Ivancevich et al. 2006: 90; Khalid et al. 2011; Sabri et al. 2011**), which includes five dimensions, namely: salary, promotion, co-workers, supervisor and the job itself. **Darodjat, (2015:28)**, work culture is the social values or the overall behavioral pattern in conducting activities or the job. The culture includes symbol (actions, routines, conversations, etc.) Work culture is an important part of the organization (**Clark, 2001; Triguno, 2004**). Work culture is able to lead to better work achievement of employees (**Slocum, 2000**). Work culture is able to develop: a) discipline, b) transparency, c) respect, and d) teamwork. According to **Horčička & Jelínková (2014)**, work culture

consists of three aspects, namely: flexibility, the job itself and monitoring. According to **Aycan et al. (2000)**, it consists of malleability, productivity, responsibility seeking, participation, and obligation towards others. **Raverkar (2016)** stated that the dimensions work culture are commitment to work, job affect, hard work, job clarity, and job and life satisfaction. The indicators of work culture used in this research are adopted and adapted from the research conducted by **(Rahman 2013; Darodjat (2015: 27)**, which consists of four dimensions, namely: professionalism, discipline, teamwork and integrity. **Anitha (2014)**, performance is the organizational behavior which is directly related with the performance of employees and the achievements attained is assessed by comparing the plan and the results. The factors that influence the performance of employees in an organization comprises: , job satisfaction and work culture (**Anitha 2014; Biswas & Varma 2011**). The indicators of performance according to **Güngör (2011)** are: the quantity of work produced, employee work quality, ability, teamwork, and the willingness to cooperate with leaders and co-workers. **Mathis & Jackson (2011: 378)** measured employee performance using: the quantity of the output, quality of the output, timeliness of the output, attendance, and ability to cooperate. **Koopmans et al. (2014)** differentiated the dimensions of performance into two, namely work target and work behavior. The work target for employees comprises the aspects of a). quantity, and b). quality. While for work behavior, they are a). service, b). integrity, c) commitment, d). discipline, and e). cooperation. The indicators of employee performance used in this research are adopted and adapted from the research conducted by **(Güngör, 2011; Mathis & Jackson 2011: 378; Koopmans et al. 2014)**, namely work performance and contextual performance.

3. Research Hypotheses

Based on several theories from the studies reviewed, the researcher formulated a conceptual framework related to the variable of time management, job satisfaction, work culture and employee performance.

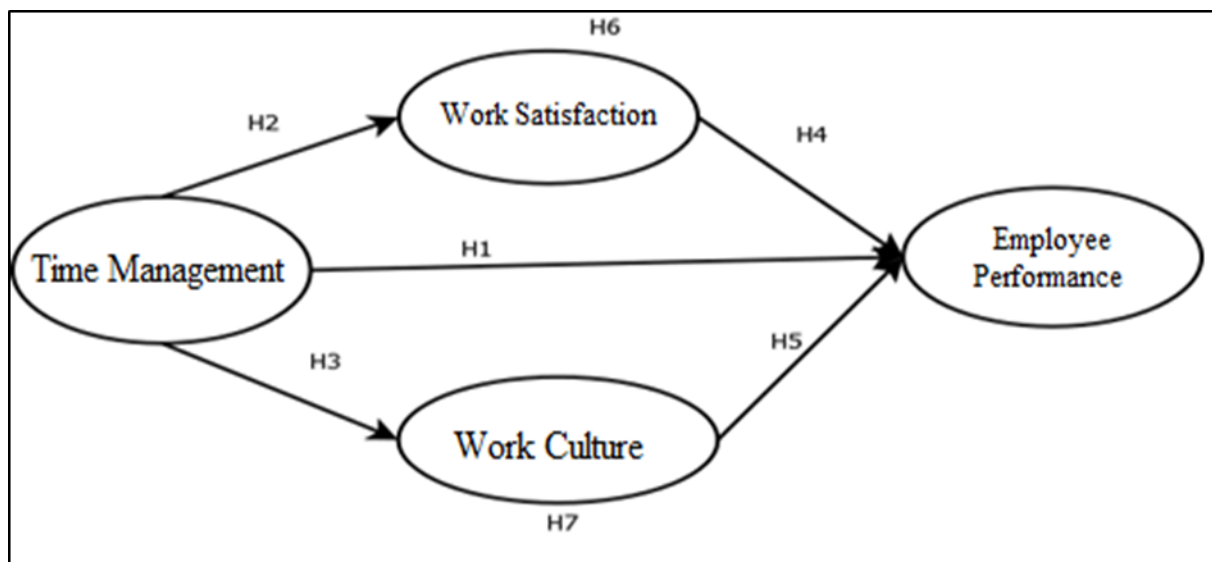


Figure 1: Research Conceptual Framework

The influence of time management on employee performance

Time management has caused effectivity and work motivation to have an effect on performance (**Adu-opping et al., 2014; Channar et al., 2014**). **Golabli et al. (2013)** described how individuals use their time as efficient as possible to work in accordance with their will and interest in achieving the organizational goals. Time management has provided a broad insight regarding the activities that are time consuming, change time usage, and increase work efficiency (**Claessens et al., 2007; Ahmad et al., 2012; Abbasnejad et al., 2013; Channar et al., 2014; Miqdadi et al., 2014; Elsabahy, 2015**). It was also found that time management has a positive influence on employee performance. Based on the reviews above and the support of results from previous studies, the hypothesis proposed in this research is as follows:

H1: Time management has a positive and significant influence on employee performance.

The influence of time management on job satisfaction

Time management efficiently finishes work or tasks, in which the important tasks are prioritized based on the available resources, and by developing a plan using the available time as efficient as possible (**Njagi & Malel, 2012; Ziekye 2016**). Aside from the fact that , job satisfaction has become one of the most studied work attitude (**Toker 2011; Indermun 2013; Sutherland, 2013; Tlaiss 2013**), there are several literatures regarding the influence of job satisfaction on work results (**Altinoz et al. 2012; Linz & Semykina 2013; Bowling & Cucina 2015; Saner & Eyupoglu 2015**), which stated that good time management in an organization will lead to employees feeling satisfied in performing the tasks given to them and has proven that time management is able to increase , job satisfaction. This research is supported by: (**Golabli et al., 2013; Elsabahy 2015; Tavakoli et al., 2016; Sahito & Vaisanen 2017**), who found that time management has a positive and significant influence on , job satisfaction.

H2: Time management has a positive and significant influence on, job satisfaction.

The influence of time management on work culture

Time management has a positive implication on the organization, (**Saeedi & Bahari 2014**). According to **Semiring (2012: 37)**, culture encompasses the attitude and behavioral pattern of people in internal and external interaction. The fundamental purpose of culture is to develop the human resources so that each person realize that they are in an interactive relationship and as an effective and efficient communication means with other people (**Triguno, 2004**).

Dastjerdi & Pour (2015), work culture is the belief, moral, attitude and work behavior of people in performing their work activities. Work culture is able to provide stimulations to people in conducting their work activities (**Sinha et al., 2010**). Work culture is also an important factor that is capable of stimulating the change from traditional work methods to new work methods (**Iriani & Herlina, 2011**).

Several studies that revealed a positive relationship between dimensions of time management and work culture were conducted by: (**Seijts et al., 2004; Eum & Rice 2011; Bipp & Kleingeld 2011; Helmut Nechansky 2015; Flanagan et al., 2015; Neubert & Dyck 2016; Deschamps & Mattijs 2017**). Based on the findings above, the research hypothesis proposed in this research is:

H3: Time management has a positive and significant influence on work culture.

The influence of job satisfaction on employee performance

Moniarou et al. (2015) explained that, job satisfaction is among the concepts that are very strategic and has high value in studies related to human resources. Job satisfaction is the attitude of a person which may have a positive or negative value, and this depends on the work environment where the employee works in (**Saygi et al. 2011; Ouedraogo 2013; Indermun 2013; Chahal et al. 2013, Hasanzadeh & Gooshki 2013**) that a high level of satisfaction is able to result in a high level of work performance. This shows that job satisfaction is one of the important factors that influence employee performance (**Ali & Wajidi, 2013; Javadi et al., 2013**). Based on the findings above, the hypothesis proposed in this research is:

H4: Job satisfaction has a positive and significant influence on employee performance.

The influence of work culture on employee performance

Work culture as a mutual understanding system that the organization members must have and as a feature that can distinguish one organization from others (**Timane & Pendke, 2015**). A positive work culture can improve employee performance, on the contrary a negative work culture can hinder the work effectiveness of employees **Darodjat (2015: 29)**. Work culture refers to the value and belief that form the behavioral norms in which are expected to be complied by employees (**Schein, 1992**), and assume that work culture is the social power which is mostly intangible but is very strong. Previous studies (**Dowd et al. 2013; Abu-jarad et al., 2010; Kissack & Callahan, 2010; Hogan & Coote, 2014; Avnet, 2015**) have shown that work culture has a positive relationship with employee performance. Based on the findings above, the research hypothesis proposed in this research is:

H5: Work culture has a positive and significant influence on employee performance.

The role of job satisfaction and work culture in mediating the influence of time management on employee performance

The research that explain that time management has a positive influence on job satisfaction were conducted by: (**Lambert et al., 2012; Golabli et al. 2013; Elsabahy, 2015; Tavakoli et al., 2016; Sahito & Vaisanen 2017**), in which all found that time management has a positive and significant influence on work satisfaction. The studies that explain that time management has a positive influence on work culture were conducted by: (**Seijts et al., 2004; Bipp & Kleingeld 2011; Eum & Rice 2011; W. Rayburn 2014; Helmut Nechansky 2015; Flanagan et al., 2015; Neubert & Dyck 2016; Deschamps & Mattijs 2017**).

The above discussions and research results show that time management has a positive influence on job satisfaction and culture, and each has a positive and significant influence on employee performance. Based on the interaction between time management and employee performance, which is mediated by job satisfaction and work culture, the hypothesis proposed is as follows:

H6: Job satisfaction has a role as the mediator in the relationship between time management and employee performance.

H7: Work culture has a role as the mediator in the relationship between time management and employee performance.

4.Method

This research is conducted in the Public Sector Government Office of Timor-Leste with a study focus on the Ministry of Agriculture and Fisheries. The research objects are time management, job satisfaction, work culture, and employee performance. The population in this research is the employees in the Ministry of Agriculture and Fisheries in the central office with a total of 841 employees. The sample size in this research is determined using Slovin's formula the sample size in this research is 89. Based on the research conceptual framework, the research model will be analyzed using SEM-PLS. The SEM-PLS analysis consists of the outer model measurement & structural inner-model measurement

5.Findings

The research model analysis section consists of two stage, namely: the measurement/outer model stage is conducted by examining the validity and reliability of the indicators of each latent variable. The validity of an indicator is shown by a number of criteria, namely the convergent validity, discriminant validity, composite reliability and Cronbach's Alpha. The structural/ inner model is assessed to examine the accuracy of the research model. The accuracy of the research model is assessed through a number of approaches, namely the R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF). The evaluation of the outer model and the inner model is based on the results of processing data using SEM-PLS with the help of the SmartPLS 3.0 software. The outer model is conducted to examine the validity and reliability of the indicators of each latent variable, namely: time management, work satisfaction, work culture, and employee performance. Discriminant validity is conducted to compare the square root of variance extracted (\sqrt{AVE}) coefficient of each latent variable with the correlation coefficient between the other latent variables in the model. Based on the data calculation results using the SmartPLS 3.0 program, the composite reliability and Cronbach's Alpha value are shown in Table 1.

Table 1: The Composite Reliability and Cronbach's Alpha of the Time Management Variable, Job Satisfaction, Work Culture, and Employee Performance

Variable	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
Time Management (X)	0.880	0.851	0.568
Employee Performance (Y1)	0.921	0.900	0.627
Job Satisfaction (Y1)	0.875	0.846	0.521
Work Culture (Y1)	0.927	0.916	0.545

The measurement/ outer model assessment which is based on the criteria of convergent validity, discriminant validity, composite reliability, and Cronbach’s Alpha, shows that the model has fulfilled the validity and reliability test criteria.

The structural model (inner model) is assessed to examine how well a research model is formed by using a number of variables. The test criteria to assess the model in this research is based on a number of criteria, namely: R-Square (R^2), Q-Square Predictive (Q^2), Goodness of Fit (GoF), and Effect size (f^2). The data calculation results using SmartPLS 3.0 is displayed in Table II.

Table 2: R-Square (R^2) of the Work Satisfaction, Work Culture and Employee Performance Variable

Variable	R-Square (R^2)	Description
Employee Performance (Y_1)	0.742	High
Job Satisfaction (Y_2)	0.125	High
Work Culture (Y_3)	0.490	High

Based on Table 2, the R-Square (R^2) value of the employee performance variable (Y_1) is 0,742, for job satisfaction (Y_2) it is 0,125, and for work culture (Y_3) it is 0,490. The R^2 of 0,742 for the employee performance variable ca be interpreted as 74,2% of employee performance is influenced by time management, job satisfaction and work culture, while the remaining (25,8%) are influenced by factors not included in the research model. An R^2 of 0,125 for the job satisfaction variable means that 12,5% of job satisfaction is influenced by time management, while the remaining (87,5%) are influenced by other factors. The R^2 value of 0,490 for the work culture variable means that 49% of the work culture is influenced by time management, while the remaining 51% is influenced by other factors. Referring to the criteria determined by **(Hair et al; Latan & Ghozali, 2012: 85)**, the R^2 values are categorized as high. There are 2 (two) steps in conducting the hypothesis test in this research, namely the direct influence and the indirect influence test of the exogenous variable on the endogenous variable. The direct influence test results are displayed in Figure 1. The direct influence test consists of five hypotheses, namely: 1) the test on the influence of time management on employee performance, 2) the influence of time management on job satisfaction, 3) the influence of time management on work culture, 4) the influence of work satisfaction on employee performance, 5) the influence of work culture on employee performance. Each research hypothesis is evaluated in detail based on the results of the research data test which is conducted using the SmartPLS 3.0 software and the results are shown in Figure 2. and Table 3.

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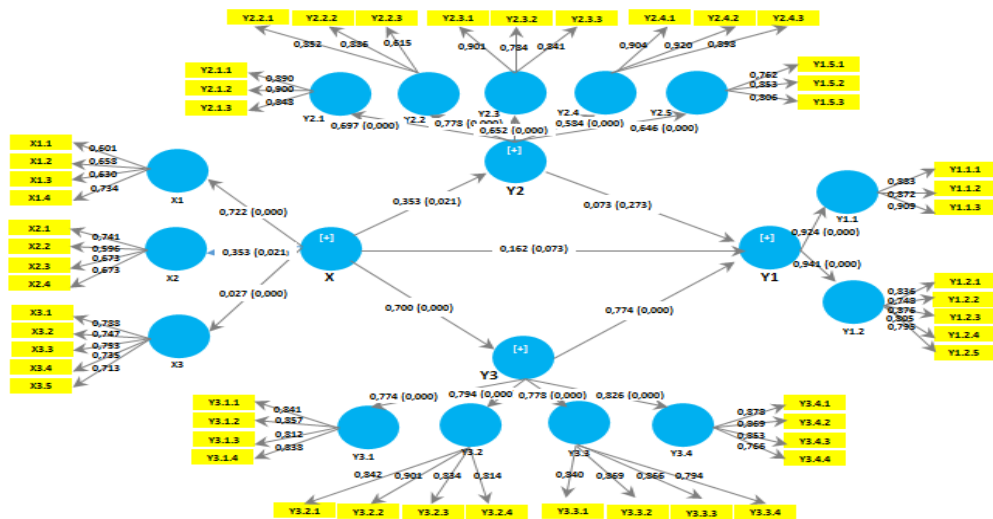


Figure 2: The Path Coefficients

Table 3: The Direct Influences

Relationship Between Variables	Direct Influence Coefficient	T-statistics	T-table	Description
X→Y1	0,162	1,799	< 1,96	Not significant
X→Y2	0,353	2,323	> 1,96	Significant
X→Y3	0,700	10,766	> 1,96	Significant
Y2→Y1	0,073	1,099	< 1,96	Not significant
Y3→Y1	0,774	9,217	> 1,96	Significant

The influence of time management on employee performance. Table 3 shows that time management has a positive and not significant influence on employee performance in which the path coefficient is shown to be 0,162 with a t-statistics value of 1,799 < 1,96. This test result shows that hypothesis 1 (H₁), which states that time management has a positive and not significant influence on employee performance, can be accepted. This means that if employees have a low degree of time management, the performance of the employee will also fall. Thus, in this research, time management cannot be concluded to have a significant influence on employee performance. The influence of time management on job satisfaction has a positive and significant influence on job satisfaction in which the path coefficient is 0,353 and the t-statistics is 2,323 > 1,96. This test results show that hypothesis 2 (H₂), which states that time management has a positive and significant influence on job satisfaction, is accepted. This means that with a better time management, the satisfaction of the employees will also be higher.

The influence of time management on work culture has a positive and significant influence on work culture, shown by a path coefficient of 0,700 and a t-statistics of 10,766 > 1,96. This test result shows that hypothesis 3 (H₃), which states that time management has a positive and significant influence on work culture, is accepted. This means that when employees have better time management, there will be a better work culture. The influence of job satisfaction on employee performance has a positive and not significant influence on employee performance, which is shown by a path coefficient of 0,073 and a t-statistics of 1,099 < 1,96. This test result proves that hypothesis 4 (H₄), which states that job satisfaction has a positive but not significant influence on employee performance, can be accepted. This means that when the job satisfaction of employees are lower, their performance will also be lower.

The influence of work culture on employee performance, has a positive and significant influence on employee performance, which is shown by a path coefficient of 0,774 and a t-statistics of 9,271 > 1,96. This test result proves that hypothesis 5 (H₅), which states that work culture has a positive and significant influence on employee performance, is accepted. This means that with a better work culture, the performance of the employee will also be better.

Table 1 below resulted the factorization based on the total variance. When viewed from the total of initial eigenvalue, there is one component that has a value above 1. That is component number 1 with an eigenvalue value of 2.970. Meanwhile, the other four components (namely 0.956; 0.769; 0.204; and 0.101) have a value below 1. So that from the factorization based on the total variance, one factor is obtained which is formed from the factor analysis. The Indirect Influence Test on the mediator variable has a purpose to detect the position of the variable in mediating the research model. This test is conducted to assess the position of the mediation role of the job satisfaction and work culture variable. The method used to test the mediating variable is criteria used by Hair et al. (2010: 89). The indirect influence hypotheses are hypothesis 6 (H₆), which states that: job satisfaction has a role in mediating the relationship between time management and employee performance, and hypothesis 7 (H₇), which states that: work culture has a role in mediating the influence of time management on employee performance. Each indirect influence is evaluated in detail based on the data calculation results, using the SmartPLS 3.0 software. The results are displayed in Table 4.

Table 4: The Indirect Influence

Relationship Between Variables	Mediating Variable	Indirect	t-statistics	Description
X → Y ₁	Y ₂	0,026	1,050	Not significant
X → Y ₁	Y ₃	0,542	9,410	Significant

The role of job satisfaction in mediating the influence of time management on employee performance, Table IV provides information that job satisfaction (Y₂) is not a mediator in the influence of time management (X) on employee performance (Y₁). This is shown by the indirect influence path coefficient of time management on employee performance through job satisfaction is 0,026 with a t-statistics value of 1,050 < 1,96. This test result shows that hypothesis 6 (H₆) which states that job satisfaction mediates the influence of time management on employee performance, is rejected.

The role of work culture in mediating the influence of time management on employee performance shows that work culture (Y_3) is a mediator in the influence of time management (X) on employee performance (Y_1). This is shown by the indirect influence path coefficient of time management on employee performance through work culture which is 0,542 with a t-statistics value of 9,410 > 1,96. Viewed from another perspective, time management has a positive and significant influence on work culture, while work culture has a positive influence on employee performance, work culture thus has a full mediation role in the relationship between time management and employee performance

6. Result and Discussion

The Influence of Time Management on Employee Performance.

In testing the data, time management as the exogenous variable has a positive and not significant influence on employee performance. The influence of time management which is positive and insignificant on the performance of employees proves that in determining the prioritized goals, it is the discretion of the individuals that determine their own target among various priorities, which are mostly important, achieving the determined target, and the skills to efficiently utilize a certain amount of time to achieve a level of employee performance. This can prove that the employees in the Ministry of Agriculture and Fisheries of Timor-Leste are not yet consistent in conducting good time management. This can also be proven by using Parkinson's theory, in which work is expanded to fill in the available time. For example, if a person is able to finish a job in a week, but is given two months time to finish the same task, the task will consume two months worth of time to be finished.

There are some previous research that support this result. **Tavakoli et al. (2016)**, with their research result showed that there is no relationship or significant change between the implementation of time management and employee performance. **Qteat & Sayej (2014)** in their research results found that there is no significant relationship between time management and performance. **Ngasa's (2015)** research result revealed that employees do not realize the potential of time management in their work place. Time management techniques show that employees do not implement what they know, which leads to bad performance of tasks. The results of **Gibbson's (2016)** study showed that time management does not influence the project work dimension.

Based on these explanations, it can be said that in general this research has confirmed several previous studies in which employees do not implement time management well, which would affect the performance of the employees. This study is not able to confirm a number of previous research results which state that the time management of employees will be able to improve their performance (**Ziekye 2016; Ziapour et al. 2015; Chang & Nguyen 2011**).

The Influence of Time Management on Job Satisfaction

In the data examination, it was revealed that time management as an exogenous variable has a positive and significant influence on job satisfaction. This indicates that a better time management will lead to a higher job satisfaction. This shows that respondents understand about the employer, promotion, co-worker, supervisor, and the job itself in performing their tasks and fulfilling their responsibilities as employees.

The results in which time management has a positive and significant influence on job satisfaction shows that a person will feel satisfied or unsatisfied, depending on how they feel or the availability of equity. This can prove that the employees in the Ministry of Agriculture and Fisheries of Timor-Leste are able to work well, just as they are expected to, if the employees feel satisfied with what they attain

or feel in their job. Employees that do not attain satisfaction in their work will never be able to attain psychological satisfaction, and this will eventually lead to a negative behavior. In this case, the theory of needs fulfilment state that employee satisfaction depends on whether the needs of the employee is fulfilled or not. The more needs that are fulfilled from the job, the higher the level of satisfaction felt. Likewise, the less the needs that are fulfilled from working, the lower the satisfaction felt. There are several previous studies that support this result. **Saygi et al. (2011)** found that job satisfaction is a factor that supports employee performance. **Sahito & Vaisanen (2017)**, revealed that time management skill is able to increase job satisfaction. In increasing their job satisfaction, employees manage their time by determining goals, prioritize planning, and evaluating their performance. Every working person hopes to attain satisfaction in their work place. Basically, job satisfaction has an individual characteristic because each person will have a different level of satisfaction depending on the values prevailing in each individual.

Based on the explanations above, in general the research results confirm a number of previous studies that state that the time management of employees is able to affect job satisfaction, resulting in the employees being able to perform their job better. The better the time management of an employee, the higher their work satisfaction.

The Influence of Time Management on Work Culture

In the data test, time management as the exogenous variable is found to have a positive and significant influence on work culture. This shows that respondents understand how to work professionally, with discipline, teamwork, and integrity in performing their tasks and responsibilities as employees.

Time management positively and significantly influences work culture, proves that the social norms or mindset are related to the mind and human sense in performing their jobs. Culture is a form which can be observed directly, such as the visible behaviors and representative symbols, that are engrained in all the employees through values and is implemented by the employees as the basic assumption for their behavior in the organization. This proves that the employees in the Ministry of Agriculture and Fisheries of Timor-Leste are able to work and implement the work culture that contains the components and values held by the employees, in which are the understanding of the basics and meanings of working, good working attitude in the work environment, the correct work behavior, work ethics, timely attitude, and the method or tool used in work. The more positive the components of the culture implemented by the employees, the greater their performance.

There are some previous studies that support this result. **André et al. (2013)** explained that work culture has the highest positive effect on employee performance. **Sinha et al. (2010)** stated that work culture is the implementation of a person's personality which can influence their performance and the goals of the organization. Work culture must be developed in the employee's personality, such as the attitude of professionalism, discipline, cooperativeness, and integrity/ transparency in order to create the feelings of comfort, kinship, and develop good communication with the work environment, in the attempt to pursue the organizational goals (**Darodjat, 2015: 23**). To improve work culture, time management is conducted by determining goals, prioritize planning and evaluate performance (**Sahito & Vaisanen 2017**). Culture as the law/ regulation, traditional practical policies/ ritual and the organization's values (**Jhunjunwala, 2012**). Each working person receives a good work culture in their work place. Work culture is basically the work attitude and the way individuals work based on the prevailing norms and has become the attitude, habit, and driving force in providing a positive influence for individuals to achieve success in working (**Kull & Wacker, 2010**). Based on the

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explanations above, in general it can be stated that this research has confirmed a number of previous research results which state that the time management of employees is able to provide a stimulation on their work culture so that the employees can perform their job better. The better the time management of employees, the better their work culture will be.

The Influence of Job Satisfaction on Employee Performance

From the data test results, job satisfaction is revealed to have a positive and insignificant influence on employee performance. This indicates that with a higher job satisfaction, the performance of employees will be better. This shows that respondents understand that work performance can be improved by being more focused on their work targets and work behavior in performing their tasks and responsibilities as employees.

Job satisfaction positively and not significantly influences employee performance. This shows that employee satisfaction depends on the fulfilment of their needs (need fulfillment theory). The more the employee's needs are fulfilled, the more satisfied they become. The more needs that can be fulfilled from the job they work on, the higher the level of satisfaction felt. Conversely, the less their needs are fulfilled from the job, the lower the satisfaction felt. This proves that the employees in the Ministry of Agriculture and Fisheries, Timor-Leste show a low level of satisfaction, which in turn affects their work performance.

Based on the explanation, it can be concluded that this research in general confirms a number of previous studies that stated that the job satisfaction of the employees is able to enhance performance, resulting in the employee able to perform their job well. **Saygi et al. (2011)** stated that job satisfaction is a factor that can support employee performance. **Chahal et al. (2013)**, stated that job satisfaction is a level of positive feelings or attitude in which individuals feel a sense of ownership towards their job. When a person says that he or she has high job satisfaction, this means that the person really loves the job.

The influence of work culture on employee performance

From the data test results, work culture is revealed to have a positive and significant influence on employee performance. This indicates that with a better work culture, there will be a higher level of employee performance. Work culture has a positive and significant influence on the performance of employees in the Ministry of Agriculture and Fisheries, Timor-Leste. This shows that culture is a broad commitment to develop the human resources, work process and work results to be better and as values that become the attitude and habit of a group which is reflected in their behavior, ambitions, and actions in pursuing better performance.

This research results is in line with a previous study, namely: work culture contributes to the increase in performance, which is explained by **(Sinha et al., 2010)**, by stating that work culture has a highly positive effect on employee performance. **Ali et al. (2015)** explained that qualified work culture is very important in ascertaining the service of employees. **Ahmad et al. (2012)** explained that the dimension of work culture has a positive and significant impact on management performance practice. **Shahzad et al., (2012)** explained that if employees are committed and have the same norms as the organizational value, this can improve the performance of employees in pursuing the organizational goals. Based on the explanations above, in general it can be stated that this research result is able to confirm a number of previous studies that stated that the work culture of an employee is able to increase

performance, as it leads to the employees being able to perform their job better. The better the work culture of employees, the better their performance.

The role of job satisfaction and work culture in mediating the influence of time management on employee performance

The statistics test results found that work job satisfaction is able to mediate the influence of time management on employee performance. The hypothesis test result shows that job satisfaction is a significant mediator in the influence of time management on employee performance. In the hypothesis test, time management has a positive influence on job satisfaction, but job satisfaction has a positive and not significant influence on employee performance. Based on this result, it can be stated that job satisfaction is not a mediator in the relationship between time management and the performance of employees

This means that job satisfaction is not a factor that mediates the relationship between time management and employee performance. Aside from the hypothesis which states that work culture mediates the relationship of time management on employee performance, work culture is proven to have an influence on employee performance. Thus, it can be concluded that work culture has a positive and significant influence on employee performance. It can be concluded that the increase in the dimension of work culture has a positive impact on employee performance. This is seen from the statistics test results in which time management has a positive and significant influence on work culture. Likewise, work culture has a positive and significant influence on employee performance. Work culture has a mediating role in the relationship between time management and employee performance. A number of previous research results that are consistent with this research, among others are by, (**Zampetakis et al. 2010** Ugwulashi 2013; Adu-opping et al. 2014; Akcoltekin 2015). Time management is as a resource available in performing tasks to achieve the organizational goals. Work culture is the value and norm of an organization, thus work culture can improve employee performance (**Clark 2001; Sinha et al. 2010; André et al. 2013; Nempung 2013; Dastjerdi & Rafi 2015**).

8. Conclusion

Time management has a positive and not significant influence on employee performance, time management does not lead to a significant increase in employee performance in the Ministry of Agriculture and Fisheries in Timor-Leste. This shows that time management such as the by determining goals, planning and recording evaluations have not been fully conducted by the employees, because the tasks or work performances so far are not fully systematic. Thus, employees have not been calculating or managing their time well. Job satisfaction is not able to mediate the influence of time management on employee performance. this means that the employees in the Ministry of Agriculture and Fisheries of Timor-Leste are not yet able to feel the job satisfaction. This means that the factors of salary, promotion, co-worker, supervisor, and the job itself are not seen in the individuals in performing their tasks. Thus, satisfaction is deemed to be low. Work culture turns out to be capable of mediating the relationship between time management and performance. This is seen from the work culture implemented in the Ministry of Agriculture and Fisheries in Timor-Leste that is very suitable with the situation and condition of the employees. Thus, a good work culture will result in a better work performance. Theoretically, this study is able to develop a theoretical model regarding the role of job satisfaction and work culture in mediating the influence of time management

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on employee performance. The results of the model explain that time management not significant direct influence on employee performance. This study emphasizes on the importance of work culture in mediating the influence of time management on employee performance, to increase the performance of the employees. This research is very meaningful for the employees, because the limitations of employees that were revealed in this research are expected to provide a depiction of how time management is an important factor that determines the performance of employees. Even though time management does not directly influence performance, in reality, it significantly influences work satisfaction and work culture, which in turn influences employee performance. For organizations, this research result provides an insight of the importance of job satisfaction and work culture for each employee and encourage the development of good time management in order to increase the performance of employees. This study is developed as an integrated model, but there are a number of limitations in this research which make this research not perfect. First, this research is only conducted on one of the Government Ministry so that the perception of respondents are still too few. Second, the respondents in this research have varying age. In other words, in this research there may be different results for respondents with a productive age and not.

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