

The Effect Of Time Management And Communication On Employee Performance In The Kepeng Money Crafts Industry, Kamasan Village, Klungkung District, Bali Province

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Abstract: One of the efforts to improve employee performance is through improvements in time management and communication within the organization. Time management and communication improvements are expected to improve employee performance. Research on the effect of time management and communication on employee performance was conducted at the Kepeng Money Craft Industry in Kamasan Village, Klungkung district, involving all company employees totaling 40 people as research respondents. This research was conducted by census, because it involved all employees of the company as research respondents. In terms of data collection, it was carried out by distributing questionnaires to research respondents. The research data were then processed using the Structural Equation Modeling Partial Least Square (SEM-PLS) method, through the SmartPLS 3.0 program, at a significance level of 0.05 (5%). The results of this study found that time management and communication had a positive and significant influence on the performance of the employees of the kepeng money industry in Kamasan Village, Klungkung district.

Keywords: Time Management, Communication, Employee Performance

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I. Introduction

Kamasan Village, which is located in Klungkung district, is a village that produces the largest number of household handicraft industries in Klungkung District, namely 200 industries. The household handicraft industry is divided into several types of industries, such as food and beverage, textiles, metal goods, non-metallic minerals, iron and steel, paper, and others. One of the handicraft products of Kamasan Village is Balinese kepeng money (Balinese: Pis Bolong). Balinese coins (pis bolong) have been a part of Balinese society for a long time. This kepengmoney in the past served as a means of payment and material for yadnya or religious ceremonies. The development of the kepengmoney industry in Kamasan Village, Klungkung district is currently facing obstacles that are almost the same as those experienced by other small and medium industries where the main problem is in the aspect of the workforce where employee performance is still low and there is little time spent working, according to [24] this has an impact on productivity.

[28] defines performance as the result of work performed by employees in accordance with the objectives to be achieved in the work performed. Employee performance is a form of individual or organizational behavior with achievement orientation [29]. According to [18], performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties according to his responsibilities. An important component in providing space for the realization of employee personal creativity to move with confidence, build creativity, in producing meaningful performance is time management [37].

One of the factors that influence employee performance in an organization is time management. The relationship between time management and performance is shown by [34] in time management research that is considered as one of the factors that can lead to increased performance more efficiently and effectively. Technological advances in the current era of globalization coupled with high global business competition, time management is considered one of the most effective management principles to reach the pinnacle of success of an organization.

[2] explain that every activity allocated will be achieved in the organization if time is effectively used. Time is used to maintain and control the running of all tasks on effective and quality inspection and supervision in the workplace. Effective timing ensures unambiguous goals, proactive planning, well-defined priorities and actions that participate in successful delegation of activities. Time management acts to take the initiative in order to produce work that provides benefits to organizational goals.

Time management is defined as planning, organizing, moving and monitoring time productivity. Time is a resource that must be managed properly so that individuals or organizations can achieve goals effectively

and efficiently. Time management is a broad concept of various variations associated with improving performance [17]. Time management is the best method of using time, namely: setting priority goals, making plans, and recording work results to achieve personal goals at work and creating direct relationships with daily activities and ensuring the progress of a job [8]. Time management has a positive effect in improving employee performance for the achievement of organizational goals [38]. Time management techniques promote performance and allow more time to carry out higher priority tasks [31].

Another factor that also has an influence on employee performance besides time management is communication. Communication is the key to opening a cooperative relationship between employees and employees with the leadership. Through communication, a person can convey the desires that are hidden in his heart to others, either through voice or gestures of limbs and so on. The smoother and faster communication is carried out, the faster work relationships can be established. According to [9] communication is the process of delivering messages or intentions carried out through one party or someone to another party or person either directly or through the media.

Interviews with a number of respondents were limited to the kepengmonev industry in Kamasan Village to find out more details about the phenomena that occur in the field. The results of the interview found a number of facts related to employee performance that was still low and not optimal, especially from the point of view of time management and communication. This condition is caused by various kinds of constraints or problems in time management including: 1) employees often procrastinate work; 2) employees are often absent and work less than the stipulated office hours; 3) employees are more concerned with personal matters outside the office; 4) employees often arrive late at the office; 5) employees often neglect their duties during working hours.

Apart from problems in time management, there are also communication problems within the kepengmonev industry in Kamasan Village, such as: 1) job instructions are often not conveyed clearly; 2) employees are indifferent and seldom greet; 3) employees rarely engage in discussions around tasks and; 4) employees are too focused on gadgets rather than interacting between employees. This resulted in not achieving the work output target in terms of quantity and quality so that it then had an impact on the performance of employees of the kepengmonev industry in Kamasan Village.

Research by [16] found that there is a significant relationship between teacher time management and their performance at the secondary level. This means that teachers who have better time management techniques show high performance. On the other hand, teachers with poor time management show poor performance in class. Another study by [25] also found that there was a significant influence between time management and nursing performance. However, research by [1] produced different findings, where time management did not have a significant effect on the performance of physical education teachers and other teachers.

Research results from [26] regarding the relationship between HR practices, workplace communication, and employee performance prove that workplace communication has a very important and positive impact on employee performance. [23] in their research on the role of effective communication on performance also found that there was a significant relationship between effective communication and employee performance. [5] also found that Interpersonal Communication has a significant effect on employee performance.

However, different results are obtained from [20] where the results show that there is no significant influence between communication on employee performance, which means that employees who have high interpersonal communication do not necessarily have high performance. Other research from [35] also produced insignificant findings on the relationship between communication and employee performance.

The results of research on the effect of time management and communication on employee performance do not show consistent results where some studies have found that time management and communication have a significant effect on employee performance, while several other studies have found the opposite result, namely that time management and communication have no significant effect on performance. employees. The difference between the research results creates a research gap that is raised in this study.

Based on the phenomena and the results of the study on previous studies described above, there are still differences, so this study aims to fill the gap with an integrated model approach to analyze employee performance through time management variables and communication variables.

II. Literature Review

2.1. Time Management

[12] define optimal time management as follows: 1) controlling and regulating the pressure and flow of daily tasks; 2) reduce individual anxiety and stress; 3) better time management techniques and technologies are expected to have an effective role in improving operations. [2] stated that time management is a type of skill related to all forms of efforts and actions of a person carried out in a planned manner so that individuals can make the best use of their time. Time management according to [4], is a personal process by utilizing analysis

and planning in using time to increase effectiveness and efficiency. [7] say that time management is a way of controlling time so as to ensure the creation of productivity effectiveness and efficiency.[10] define it as the individual strength to determine certain targets among various priorities which are mostly very important, and achieve determined targets, the skills to use a certain period of time most efficiently to achieve a goal.

Time management measurement indicators in this study refer to some of the most suitable indicators based on the definitions and theories of time management. This is motivated by the suitability between the factors to measure time management in the assessment dimensions which include ([3]; [6]; [2]; [4]): 1) priority goal setting, focusing on standards setting goals and work activities and utilizing time as efficiently as possible in carrying out tasks and work, 2) making plans and arranging schedules, which refers to planning a work to be carried out according to the target time, 3) recording and checking, namely recording the work that has been scheduled to be checked again to find out whether the work has been done or not. Based on the results of the study, the research hypothesis was built, namely:

Hypothesis 1: Time management has a positive and significant effect on employee performance

2.2. Communication

Communication is a process of conveying information from one person to another with the hope of a common understanding and perception which is then directed to certain actions to achieve predetermined goals [13]. Communication is very important in organizations, because communication acts as a chain of coordination between employees and organizational functions[19]. According to [30], communication is an effort to encourage others to interpret what the person who has that opinion wants, so that it is hoped that a common point of understanding can be obtained. Based on the description above, it can be concluded that communication is a process of conveying information from one person to another, causing interaction between the two parties to be able to understand each other and achieve a goal. Effective communication according to[33] includes: understanding, pleasure, influencing attitudes, good social relationships, and actions. Based on the results of the study, the research hypothesis was built, namely:

Hypothesis 2: Communication has a positive and significant effect on employee performance

2.3. Employee Performance

Performance is the result obtained by an organization, both profit-oriented and non-profit-oriented organizations that are generated during a certain period of time [9]. Meanwhile, according to [32], performance is the quantity and or quality of the work of individuals or groups within the organization in carrying out main tasks and functions that are guided by standard operating procedures, criteria, and measures that have been set or are applicable in the organization.

According to [22], performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization set in strategic planning. [27] define performance as real behavior displayed by everyone as work performance produced by employees in accordance with their respective roles in the company. Basically, performance is what employees do or don't do [21]. Employee performance indicators in this study use criteria in performance measurement which are also proposed by [36] which consists of: 1) quantity of work, 2) quality, 3) timeliness of implementation or completion of work, 4) effectiveness of using resources organization, 5) methods of carrying out work.

2.4. Conceptual Framework

Based on the theoretical study and the results of previous research, a research conceptual framework was developed as shown in Figure 1.

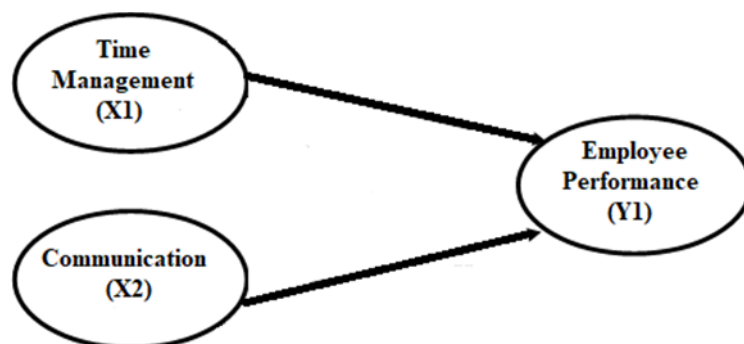


Figure 1: Research Conceptual Framework

III. Research Method

3.1. Population and Sample Research

The population in this study were all employees in the kepengmoney industry in Kamasan Village with a total of 40 employees. The sample in this study amounted to 40 respondents. Saturated sampling also called a census is used for the study, where all members of the population are sampled. The instrument used for data collection is questionnaire. The determination of the score uses a Likert scale of five levels.

3.2. Data Analysis

The data analysis used was the SmartPLS 3.0 program with three stages, namely the outer model consisting of convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha. And the Inner model consists of R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF). Next is hypothesis testing.

IV. Result And Discussion

4.1. Validity and Reliability Test

The results of the validity and reliability tests for the indicators of the research variables show that the outer loading value is between 0.50 - 0.95. From the discriminant value that the root of AVE is greater than the correlation coefficient between variables. It can also prove that meeting the criteria is valid. The Cronbach Alpha coefficient and composite reliability indicate that the value is greater than 0.70, based on this it can be said to meet the reliability criteria.

4.2. Analysis of the Accuracy of Research Models

The measurement model testing criteria in this study are shown based on a number of criteria, namely: R-Square (R^2), Goodness of Fit (GoF).

The R-Square (R^2) value for the employee performance variable (Y1) is 0.587. The R^2 value of 0.587 in the employee performance variable means that 58.7% of employee performance variations are influenced by variations in time management and communication, the rest (41.3%) is a variation of other factors. Referring to the criteria set by ([14]; [11]), that the R^2 value is high.

Goodness of Fit (GoF) is a criterion to determine the level of model fit. The GoF calculation formula is as follows [15]:

$$GoF = \sqrt{(\overline{AVE} \times \overline{R^2})}$$

$$GoF = \sqrt{\{[(0.570 + 0.571 + 0.522) / 3] \times (0.587)\}}$$

$$GoF = \sqrt{0.7445 \times 0.587}$$

$$GoF = 0.6610$$

The results of the GoF calculation show a value of 0.6610, based on the GoF criteria according to [11], the value above is classified as high GoF. This means that the research model has a high degree of accuracy.

4.3. Hypothesis testing

The disclosure of the results of testing the research hypothesis is shown in Figure 2, and is strengthened by Table 1 as follows:

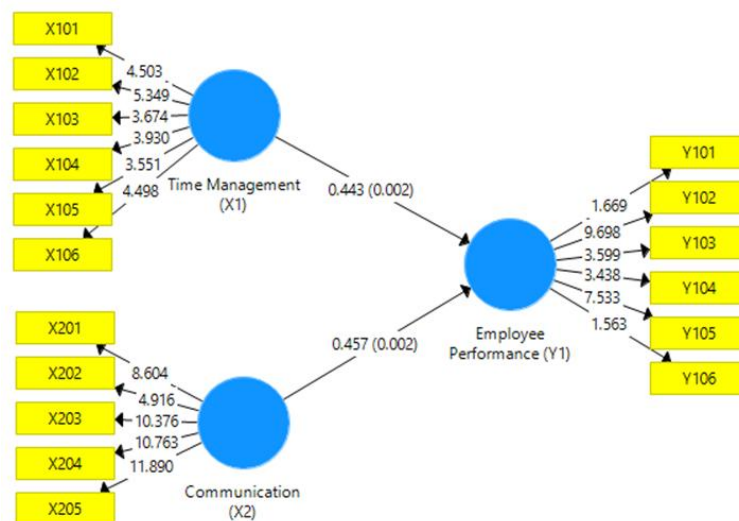


Figure 2. Path Coefficient for Time Management, Communication, and Employee Performance Variables

Table 1
Direct Effect of Time Management, Communication, and Employee Performance Variables

Relations between variables	Original Sample (O)	t-statistics	P-values	Information
Time Management → Employee Performance	0.443	3.154	0.002	H1Accepted
Communication → Employee Performance	0.457	3.098	0.002	H2Accepted

Source: Data processed, 2020

4.4. Discussion

a) Effect of Time Management on Employee Performance

Time management shows a positive and significant influence on employee performance where the path coefficient is shown at 0.443 with t-statistics of $3.154 > 1.96$. The results of this test indicate that Hypothesis 1 (H1) which states that time management has a positive and significant effect on employee performance is acceptable. This indicates that the higher the time management, the employee's performance will also increase. There are several previous studies that support this result. [12] describe how individuals use their time as efficiently as possible to work according to their wishes and interests in achieving organizational goals. [3]; [25]; [7]; [16] found that time management has a significant positive relationship with employee performance. Based on this description, it can be stated that the results of this study confirm a number of previous research results that time management has a significant impact on employee performance.

b) Effect of Communication on Employee Performance

Communication shows a positive and significant effect on employee performance, where the path coefficient is 0.457 with t-statistics of $3.098 > 1.96$. This test proves that Hypothesis 2 (H2) which states that communication has a positive and significant effect on employee performance is acceptable. This indicates that the better the communication, the better the employee's performance. Based on this description, it can be stated that the results of this study confirm a number of previous studies. The results of the study by [23]; [5]; [26] also found that there is a significant relationship between communication and employee performance.

V. Conclusion, Suggestion, Limitation And Future Research

The conclusions that can be expressed from the results of the description and analysis of this research are:

- 1) Time management has a positive and significant impact on employee performance. The results of this study mean that the better the time management, the higher the employee performance of the kepengmoney industry in Kamasan Village.
- 2) Communication has a positive and significant impact on employee performance. This indicates that the better the communication, the higher the employee performance of the kepengmoney industry in Kamasan Village.

Suggestions for the management of the kepengmoney handicraft industry in Kamasan Village are as follows:

- 1) Trying to improve indicators of time management that are still lacking compared to other indicators, namely making a list of activities and marking each activity.
- 2) Attempting to improve indicators of communication that are still lacking compared to other indicators, namely carrying out tasks with pleasure and social relations such as company birthdays.
- 3) Trying to improve again the indicators of employee performance that are still lacking compared to other indicators, namely speed at work, prioritizing main tasks, and being able to work together.
- 4) To overcome the decline in employee performance, companies are advised to pay more attention to employee welfare, especially to reward employees who excel.
- 5) It is recommended that management pay more attention to employees, such as the presence of employees to come and go home on time, and employees not to leave work during working hours.

This research was conducted with the concept of an integrated model, but there are a number of limitations in this study that make the results of the research imperfect. First, this research was only conducted in one handicraft industry so that employee perceptions were still very low. Second, this study uses respondents of varying ages, if all respondents are of a productive age it is likely that they will give different results.

In accordance with the limitations of the research, where this research has limitations in terms of the scope of research which is only carried out in one company engaged in the handicraft industry, it is advisable for future research to expand the scope of research, not only in manufacturing companies but also in other companies. service companies or a combination of service companies and manufacturing companies. It is also suggested for further research to include other variables that have the potential to affect employee performance in addition to time management and communication variables, such as organizational culture, work environment, leadership, discipline, employee competence, and other relevant variables.

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