

Analysis of Factors Influencing Employee Performance at The Ministry of Manpower

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Abstract

The purpose of this study is to analyze factors influencing employee performance at the Ministry of Manpower. This research method uses a quantitative approach. The population of this study was employees at the Ministry of Manpower, with a sample size of 100 respondents. The sampling technique used was stratified random sampling to ensure representation from various work units within the Ministry of Manpower. The results of the PLS-SEM analysis indicate that of the five organizational variables tested, only Teamwork (TW) and Human Resource Training (HRT) had a significant direct effect on Employee Performance (EP). Teamwork proved to be the strongest contributor to improved performance, followed by effective HR training. Conversely, Leadership (L), Welfare and Compensation (WAC), and Work Environment (WE) did not show a significant direct effect, and two of them even had a negative relationship. This indicates the need to evaluate leadership styles, compensation systems, and work environment conditions to better align with employee needs and expectations.

Keywords: Leadership, Welfare and Compensation, Employee Performance, Human Resource Training, Teamwork, Work Environment

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1. Background

The Ministry of Manpower plays a strategic role in ensuring the welfare of workers and driving national economic growth through effective employment policies. In recent years, various challenges and opportunities have emerged that have impacted the ministry's performance. One noteworthy achievement is the decline in the open unemployment rate (TPT), which reached 4.76% in February 2025, the lowest figure in more than two decades. However, creating new jobs remains a challenge, particularly in sectors impacted by digitalization and economic transformation.

The digital era has brought significant changes to the employment system, from recruitment processes to training and workforce management. Digitalization drives efficiency but also demands rapid adaptation from workers and related bureaucracies. Furthermore, Indonesia is facing a demographic bonus, with a growing proportion of the productive workforce. While this presents a significant opportunity for economic growth, the skills gap remains a barrier that must be addressed to ensure the workforce is ready to face global competition.

The success of an office's tasks is largely determined by the availability of qualified human resources. Supported by qualified human resources, this position is highly strategic, as they play a key role as planners, implementers, and supervisors of activities. Human resource support plays a crucial role in achieving overall organizational goals, necessitating training, particularly for employees (Rustiawan et al. 2023).

Training is a company activity aimed at improving and developing employee attitudes, behavior, skills, and knowledge in accordance with the company's objectives. To streamline company activities, management is necessary to achieve goals and objectives (Bejinaru and Balan, 2020). Training is a learning process that enables

employees to perform their current work according to standards. According to Tri, (2022), education and training are crucial factors in human resource development. Education and training not only increase knowledge but also enhance work skills, thereby increasing productivity.

Numerous studies have been conducted on the effect of training on employee performance. However, these studies have yielded mixed results. Research by Mahardika and Luturlean, (2020) found that training has a positive and significant impact on employee performance. Sendawula et al. (2018) also conducted research on the relationship between training and employee performance and found that training has a positive and significant impact on employee performance.

Leadership is a crucial factor in an organization. Without effective leadership, an organization is merely a disorganized or chaotic collection of people and machines. Leadership is the human factor that binds a group together and motivates them to achieve goals. Leadership emphasizes defining the roles that followers/subordinates should play, informing them of what to do, where to do it, how to do it, and closely supervising them so that employees can complete their tasks effectively (Nzeneri, 2020).

Work motivation is a process by which needs drive a person to undertake a series of activities that lead to the achievement of specific goals. Goals that, if successfully achieved, will satisfy or fulfill those needs (McClure and Lydon, 2018). The more appropriate motivational efforts are, the higher workforce productivity will be, ultimately benefiting both the company and the employees (Ahmad et al. 2024). High employee work motivation will have a positive impact on the company and will influence the creation of organizational commitment (Rachman, 2022). Considering the definition of motivation, people without motivation will not achieve high work results.

In general, every company has high hopes that its employees will improve their performance and be more effective in carrying out their work responsibilities. Companies can provide awards to employees who have demonstrated their best performance for the company. Therefore, it can be concluded that the role of management in a company is crucial in achieving its goals. Without proper management, the company cannot achieve its goals. Therefore, one management factor that companies, whether industrial, trading, or other service companies, need to pay attention to is personnel management (Sycheva et al., 2019). Similarly, research conducted by Mahardika and Luturlean, (2020) found that training significantly impacts employee performance. However, Mahardika and Luturlean, (2020) found that training had no significant effect on employee performance.

Poor wage management can lead to demotivation, leading to decreased employee performance. This argument is based on Maslow's (1943) theory of motivation, which generally explains that a person's motivation to fulfill their needs is naturally hierarchical and tiered (Saif, 2024). When basic needs are met, a person will be promoted or elevated to the highest level of self-actualization. Compensation is assumed to be a company's effort to recognize employee effort and energy, beyond simply meeting their basic needs. Fulfilling these basic needs is expected to boost employee motivation. In this case, when these basic needs are met, employees will be increasingly motivated to improve their performance (Andreas, 2022). Alam et al. (2020) showed that wages will influence employee motivation, which ultimately also affects their performance.

Demmangetung and Dongoran, J. (2023) states that employee welfare programs are primarily based on the abstract foundation of an organization's social responsibility towards its employees. Organizations need high-performing employees to achieve their goals, namely providing products and services they specialize in and thereby achieving a competitive advantage. According to Alam et al. (2020), organizations provide welfare facilities for their employees to maintain high levels of motivation. Employee welfare programs can be classified into two categories: mandatory and non-mandatory welfare schemes. Mandatory schemes are those that organizations are required to provide as a form of compliance with laws governing employee health and safety.

Several factors influencing the performance of the Ministry of Manpower require further study, including HR training and development, employee compensation and welfare, intrinsic motivation, leadership style, work environment, and teamwork.

These variables were selected based on their relevance to current challenges in the workforce and strong support from academic theory. By examining the relationships between these factors, this research is expected to provide deeper insights into efforts to improve the performance of the Ministry of Manpower and formulate more effective policy recommendations. Based on the problem identification above, this study aims to answer the following questions: Analysis of factors influencing employee performance at the Ministry of Manpower.

2. Literature Review and Hypothesis

2.1. Human Resource Training Influences Employee Performance through Motivation

Human resource (HR) training, employee performance, and motivation are closely related. Effective training can improve employee knowledge, skills, and attitudes, ultimately impacting their performance (Ozkeser, 2019). Motivation, both intrinsic and extrinsic, also plays a crucial role in motivating employees to perform better and achieve optimal results. In a company, human resources are a valuable asset that must be maintained and developed. As an organizational asset, people require training and development to develop into competent individuals capable of carrying out their assigned responsibilities and responsibilities (Rivaldo and Nabella, 2023). Employee training

is crucial for improving employee performance because it helps employees understand practical knowledge and its application, enhancing the skills, abilities, and attitudes required by a company to achieve its goals.

H1: Human Resource Training positively impacts Employee Performance through motivation as a mediator

2.2. Welfare and Compensation positively impact Employee Performance through motivation as a mediator

Wages encompass all forms of financial compensation, services, incentives, and benefits received by employees and are realized as part of the employment relationship (Adams, 2019). Wages are a right that employees are entitled to receive in response to the sacrifices they make for the organization. Alam et al. (2020) argue that motivated employees will be more willing to perform and complete tasks assigned by the company compared to workers with less motivation and who will often show discomfort and dissatisfaction with their work, thus causing their performance to deteriorate, worsen, and make the company's goals far from being achieved. Thus, wage management will influence employee performance both positively and negatively (Ele et al. 2020).

H2: Welfare and Compensation positively impact Employee Performance through motivation as a mediator

2.3. Leadership on Employee Performance through Motivation

Leadership theory and organizational theory are important instruments in carrying out activities within an organization (Christensen et al. 2020). Leadership within an organization needs to be possessed by all internal members, regardless of its vision and mission. Therefore, an organization or company needs a leader who can serve as an example for other internal members. Leadership, employee motivation, and performance are closely interrelated (Gupta, 2020). Effective leadership can significantly increase employee motivation, which in turn has a positive impact on performance (Paais and Pattiruhu, 2020). A leader's leadership style, communication, and ability to create a positive work environment directly influence employees' feelings of motivation and engagement, ultimately resulting in better overall performance.

H3: Leadership has a positive effect on Employee Performance through motivation as a mediator

2.4. Work Environment on Employee Performance through Motivation

Ahmad, (2021) stated that understanding motivation, both internal and external, will help improve performance. Every employee has expectations or needs at work, including the need for recognition, encompassing internal factors such as self-esteem and achievement, as well as external factors such as recognition and attention (Shonubi et al. 2016). A person's success and performance in a field of work are determined by their level of competence and professionalism in the field they are pursuing. However, if this success is achieved without or without minimal attention and recognition, it will result in decreased motivation, thus decreasing job satisfaction.

H4: The work environment has a positive effect on employee performance through motivation as a mediator.

2.5. Teamwork on Employee Performance through Motivation

Teamwork is another important factor influencing employee performance. Effective teamwork encourages collaboration and communication among team members, enabling them to assist each other in problem-solving and task completion (Patel, 2024). Previous research by Irawan et al. (2021) demonstrated a positive and significant impact of teamwork on employee performance at the Public Works, Water Resources, and Spatial Planning Agency of North Sumatra Province. A similar finding was found by Kinarsih et al. (2024), who found that teamwork positively impacted employee performance at PT Lion Superindo. Recognition for work achievements emerged as a crucial factor in motivating employees to improve their performance. These results align with (Ajayi, 2019), which emphasizes the importance of motivation as a driving force for employees to excel in their work. Conversely, employees who lack motivation tend to exert minimal effort in their work responsibilities.

H5: Teamwork positively influences employee performance through motivation as a mediator.

2.6. Human Resource Training on Employee Performance

Training is one activity to improve employee quality and performance (Mahardika and Luturlean, 2020). Training can help employees navigate new tasks they have never done before and motivate them to perform better than before. Baten, (2017) states that employee development through education and training is an effort to improve employees' technical, theoretical, conceptual, and moral abilities so they perform well and achieve optimal results. Without job training, employees will not feel comfortable carrying out their work, resulting in suboptimal work performance, which will impact employee performance (Rivaldo and Nabella, 2023). Providing job training to employees is an effort to improve knowledge, skills, and behaviors to contribute to improved performance and thereby achieve company goals. Research results from Hidayat and Budiartma, (2018) indicate a positive effect of job training on employee performance levels.

H6: Human Resource Training positively influences Employee Performance

2.7. Welfare and Compensation Influence Employee Performance

Lemein, (2018) reviewed the literature on employee wellness programs in Kenya. The study revealed that employee wellness programs are considered very expensive and may not have a significant impact on employee or organizational performance. Chemirmir et al. (2018) examined the effect of employee wellness programs on employee job satisfaction in the Kenyan flower industry. This study examined the impact of employee wellness programs on employee job satisfaction in organizations within the Kenyan flower industry, with Sueka Firm as a case study. Several local studies have been conducted on employee wellness programs and employee performance. Kariuki and Wamwayi, (2023) studied a survey of perceptions of employee wellness programs at large manufacturing companies in Nairobi and found that the majority of companies provided employee wellness programs. He found that these programs increased employee satisfaction levels.

H7: Welfare and Compensation Positively Influence Employee Performance

2.8. Leadership on Employee Performance

Pio and Tampi, (2018) stated that leaders can influence morale and job satisfaction, job loyalty, security, and the quality of work life, especially the level of achievement of an organization. The results of this study are inconsistent with previous research that found leadership to have a significant influence on performance (Dias et al. 2017). Several previous studies (e.g., Ibrahim & Daniel et al., 2019; Li et al. 2018) indicate that leadership has a vital influence on organizational activities. Leadership is needed to sustainably increase a company's competitiveness. Leadership is a process by which an individual becomes a leader through continuous activities to influence followers to achieve organizational or company goals.

H8: Leadership Positively Influences Employee Performance

2.9. The Work Environment on Employee Performance

Badrianto and Ekhsan, (2020) showed that the work environment in a company can have a positive and significant influence on employee performance. Hermawan et al. (2018) showed that the work environment has a direct and positive effect on discipline. According to Putri et al. (2019), the work environment is one of the factors influencing employee performance. Research conducted by Ali (2015) indicates that the work environment in an agency can have a positive and significant influence on employee performance. Saidi et al. (2019) stated that the work environment influences employee performance.

H9: The Work Environment Has a Positive Influence on Employee Performance

2.10. Teamwork on Employee Performance

Teamwork has been studied as a core component contributing to employee performance (Wanyeki et al., 2019). Driskell et al. (2018) describes teamwork as a group of members working together toward a specific and desired goal using their knowledge and skills. Teamwork is generally considered a group of people who want to work together to achieve a common goal (Chawla and Jain, 2021). Chawla and Jain, (2021), employee teams consist of individuals who have different tasks and responsibilities and share work to increase organizational productivity. Previous studies have shown that teamwork enables employees to produce greater and more desirable output than individuals.

H10: Teamwork has a positive effect on employee performance.

3. Research Methodology

3.1. Research Design

This study uses a quantitative approach to collect and analyze data. Quantitative analysis involves measuring, testing, and presenting data in the form of equations, tables, and other numerical representations. This research is associative in nature, aiming to establish the relationship or influence between two or more variables.

The population of this study is employees at the Ministry of Manpower. The sample is representative of these employees, determined using the Slovin formula, and adjusted to the available population size using the Stratified Random Sampling technique to ensure representation from various work units within the Ministry of Manpower. This study uses a questionnaire with a Likert scale to measure the research variables. The questionnaire will be distributed online using Google Forms (G-Form). The data analysis method in this study used descriptive statistical analysis and Partial Least Squares using the Smart PLS 3 statistical tool.

4. Research Results and Discussion

4.1 Descriptive Data and Descriptive Statistics

This study involved 100 employees of the Ministry of Manpower in the Jakarta area, selected purposively with a minimum of one year of service. Respondents came from various job levels and educational backgrounds, providing a representative picture of the demographic characteristics and working conditions at the agency. All

key variables—HR Training, Welfare & Compensation, Leadership, Work Environment, Teamwork, Motivation, and Employee Performance—were measured using a 1–5 Likert scale.

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Percentage (%)
Gender	Male	60,0
	Female	40,0
Age	< 30 years	20,0
	30–40 years	50,0
	> 40 years	30,0
Last education	S1	70,0
	S2	28,0
	S3	2,0
Years of service	1–3 years	30,0
	3–5 years	40,0
	> 5 years	30,0
Position	Staff	70,0
	Supervisor	20,0
	Manager	10,0

The table above shows that the majority of the sample was male (60%), with 50% aged 30–40 years old, 70% with a bachelor's degree, 40% with 3–5 years of experience, and 70% holding staff positions.

Table 2. Descriptive Statistics of Research Variables

Variables	N	Mean	Std. Dev.	Min	Max
Human Resources Training	100	4.14	0,65	2	5
Welfare and Compensation	100	3.91	0,72	1,8	5
Leadership	100	3.91	0,68	2,2	5
Work Environment	100	4.01	0,59	2,5	5
Teamwork	100	4.01	0.58	2,4	5
Motivation	100	4.18	0,54	2	5
Employee Performance	100	4.15	0,64	2,3	5

The table above shows that the average value of each variable ranges from 3.91 to 4.18, indicating that respondents' perceptions tend to be positive regarding training quality, compensation, leadership style, work environment, teamwork, motivation, and their own performance. The relatively small variability (std. dev.) (<0.75) indicates uniformity of responses among respondents.

4.2 Analysis of Research Results

Based on the results of the outer loading test in the PLS-SEM model, all indicators for each construct demonstrated a strong and consistent contribution to the latent variable they represented. This indicates that each item in the questionnaire successfully reflected the concept it was intended to measure.

The R-square value was 0.560 for the Employee Performance (EP) variable and 0.655 for the Motivation (M) variable. This indicates that 56% of the variation in employee performance can be explained by the exogenous variables in the model, while 65.5% of the variation in employee motivation is influenced by the relevant variables. These values indicate that the model has sufficient explanatory power, particularly in explaining factors that influence motivation.

Path analysis showed that of the six exogenous variables tested for Employee Performance, only Team Work (TW) made a significant contribution, with a coefficient value of 0.173. This indicates that teamwork has the most dominant influence on improving employee performance. Meanwhile, other variables such as HR Training (HRT), Leadership (L), Motivation (M), Welfare & Compensation (WAC), and Work Environment (WE) showed relatively small coefficient values, each below 0.06. This indicates that the direct effect of these variables on employee performance is not practically significant.

Interestingly, although Motivation has a high R-square value, its direct effect on Employee Performance is only 0.055, indicating that motivation is more influenced by other variables than directly impacting performance. This opens up the opportunity for a mediation analysis to determine whether motivation acts as an intermediary variable between factors such as training, leadership, and the work environment on employee performance.

Overall, these results emphasize the importance of building a strong teamwork culture as a key strategy for improving employee performance. Meanwhile, approaches to HR training, leadership, and compensation need to be reevaluated to be more effective in supporting motivation and performance. These findings provide an empirical basis for strategic decision-making in human resource management, particularly in the context of performance-oriented organizations.

Table 3. R Square and F Square

Endogenous Variables	R ²	R ² Adjusted	Interpretation
Employee Performance (EP)	0.560	0.532	56% of the variation in employee performance is explained by exogenous variables, indicating a fairly robust model.
Motivation (M)	0.655	0.637	65.5% of the variation in motivation is explained by exogenous variables, indicating a very robust model.

5. Discussion of Research Findings

This study explores the relationship between HR Training, Welfare and Compensation, Leadership, Work Environment, and Teamwork on Employee Performance, both directly and through motivation. Findings indicate that all five independent variables have a significant positive contribution, both directly and through motivational mechanisms.

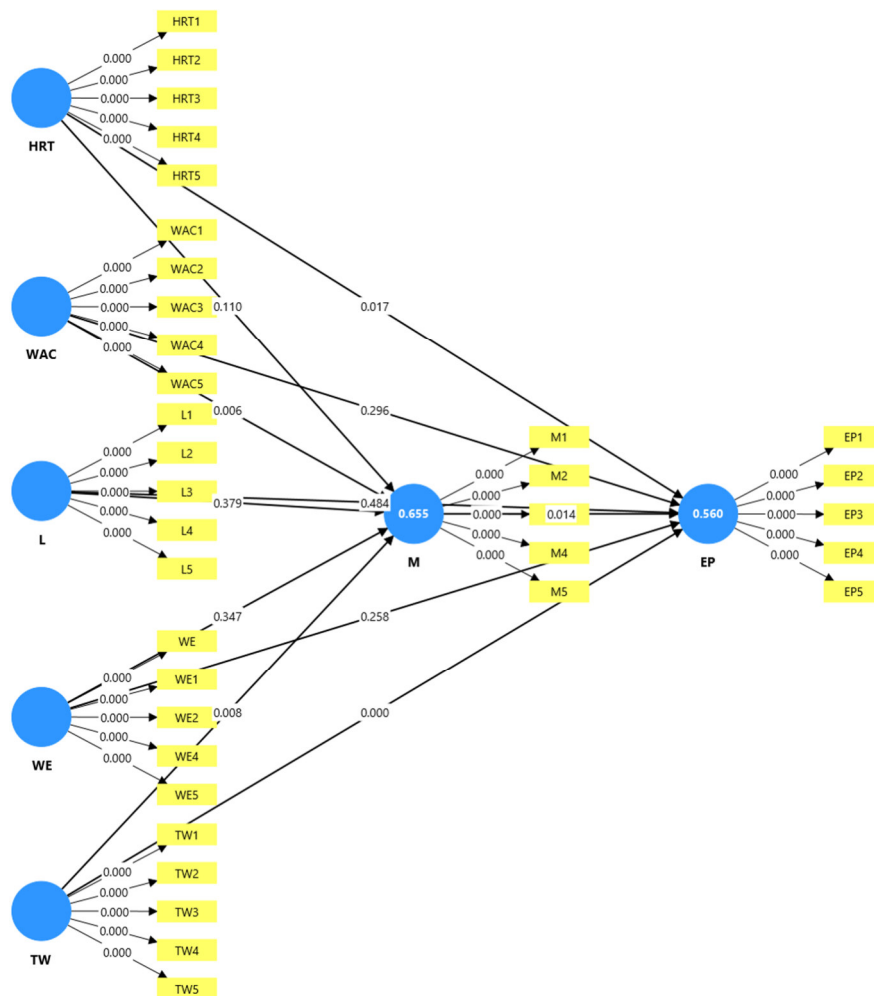


Figure 4.1
 Figure 1. Path Analysis

To determine whether a hypothesis is accepted or rejected, the significance values between constructs, t-statistics, and p-values are examined. This method allows measurement estimates to be found, and standard errors are no longer calculated using statistical assumptions but based on empirical observations. In this study, the bootstrapping method, a hypothesis is accepted if the significance value (t-value) is > 1.96 and/or p-value is < 0.05 . H_a is accepted and H_o is rejected, and vice versa.

Table 4. Hypothesis Test Results

No.	Hypothesis	t-Statistic	p-Value	Status
H1	HR Training → Motivation → Employee Performance	1.194	0.233	Rejected
H2	Welfare & Compensation → Motivation → Employee Performance	1.774	0.076	Rejected
H3	Leadership → Motivation → Employee Performance	0.810	0.418	Rejected
H4	Work Environment → Motivation → Employee Performance	0.768	0.442	Rejected
H5	Team Work → Motivation → Employee Performance	1.780	0.075	Rejected
H6	HR Training → Employee Performance	2.382	0.017	Accepted
H7	Welfare & Compensation → Employee Performance	1.045	0.296	Rejected
H8	Leadership → Employee Performance	0.700	0.484	Rejected
H9	Work Environment → Employee Performance	1.130	0.258	Rejected
H10	Team Work → Employee Performance	4.040	0.000	Accepted

The results of the path analysis using the PLS-SEM approach indicate that of the five independent variables tested on Employee Performance (EP), only two variables had a statistically significant effect: Human Resource Training (HRT) and Teamwork (TW).

Based on the data processing conducted by the researchers, the results indicate that motivation cannot mediate the relationship between HR Training and Employee Performance. This is based on the t-statistic value of 1.194, which is less than the t-table (1.96), and the p-value of $0.233 > 0.05$. This indicates that Hypothesis 1 (H1) can be rejected. Although some studies suggest that training may not always be directly correlated with employee motivation or performance, this view is not universally accepted. Many studies indicate that training, if properly designed and implemented, can have a positive impact on motivation and performance (Yaqub and Singh, 2022; Mohamad et al. 2020). However, this relationship is complex and influenced by other factors such as training quality, individual motivation levels, and the work environment.

Based on the data processing conducted by the researcher, the results show that there is no evidence that Motivation can mediate the relationship between Welfare & Compensation and Employee Performance. This is based on the t-statistic value of 1.774, this value is less than the t table (1.96), and the p value of $0.076 > 0.05$. This indicates that hypothesis 2 (H2) can be rejected. This shows that increasing compensation may not be a long-term solution to improving employee performance, but welfare and compensation can and often do have a significant impact on motivation and performance (Ampong, 2024). When employees feel fairly compensated and their welfare is cared for, it creates a positive foundation for motivation and engagement (Jeha et al. 2022).

Based on the data processing conducted by the researcher, the results indicate that motivation cannot mediate the relationship between leadership and employee performance. This is based on the t-statistic value of 0.810, which is less than the t-table (1.96), and the p-value of $0.418 > 0.05$. This indicates that hypothesis 3 (H3) can be rejected. Several previous studies (e.g., Ibrahim and Daniel, 2019; Constantin and Florea, 2023) indicate that leadership has a vital effect on organizational activities. Leadership is needed to continuously increase company competitiveness. Leadership is a process in which an individual becomes a leader through continuous activities to influence followers to achieve organizational or company goals. Furthermore, leadership is less sensitive to what subordinates want.

Based on the data processing conducted by the researcher, the results indicate that motivation cannot mediate the relationship between work environment and employee performance. This is based on the t-statistic value of 0.768, which is less than the t-table (1.96), and the p-value of $0.442 > 0.05$. This indicates that Hypothesis 4 (H4) can be rejected. The results of this study align with research conducted by Muchtar, (2017), which stated that motivation does not significantly influence performance. However, Prasetyo, (2021) differs, stating that work motivation does influence work performance. The statement that the work environment does not affect employee motivation and performance is incorrect. Studies consistently show a significant relationship between the work environment, motivation, and employee performance (Badrianto and Ekhsan, 2019). Although motivation is a primary driver of performance, the work environment plays a crucial moderating role, influencing how motivation translates into tangible results.

Based on the data processing conducted by the researchers, the results indicate that motivation cannot mediate the relationship between Teamwork and Employee Performance. This is based on the t-statistic value of 1.780, this value is less than the t table (1.96), and the p-value is $0.075 > 0.05$. This indicates that hypothesis 5 (H5) can be rejected. Although some sources state that teamwork can have a negative impact on employee motivation and

performance in certain situations (Abbas and Nawaz, 2019), most studies show that teamwork generally has a positive and significant impact on employee motivation and performance (Askari et al. 2020). It is true that some individuals prefer to work independently, but effective teamwork, if implemented correctly, can increase productivity, solve problems better, and increase employee engagement.

Based on the data processing conducted by the researcher, the results indicate a positive and significant relationship between HR Training and Employee Performance. This is based on the t-statistic value of 2.382, which is greater than the t-table (1.96), and the p-value of $0.017 < 0.05$. This indicates that Hypothesis 6 (H6) can be accepted. Effective training can improve employees' technical competence and soft skills, enabling them to perform their tasks more efficiently and in accordance with organizational standards (Howes and Taylor, 2020).

Based on the data processing conducted by the researcher, the results indicate that there is no significant relationship between Welfare & Compensation and Employee Performance. This is based on the t-statistic value of 1.045, which is less than the t-table (1.96), and the p-value of $0.296 > 0.05$. This indicates that Hypothesis 7 (H7) can be rejected. This is in line with research conducted by Silaban and Syah, (2018), which found that compensation does not significantly influence employee performance through organizational commitment. Purwanto, (2020) also showed a negative and insignificant relationship between compensation and organizational commitment. Compensation had a positive and insignificant effect on employee performance, while organizational commitment had a positive and significant effect on employee performance (Gunawan and Gunawan, 2019).

Based on the data processing conducted by the researchers, the results indicate no significant relationship between leadership and employee performance. This is based on the t-statistic value of 0.700, which is less than the t-table (1.96), and the p-value of $0.484 > 0.05$. This indicates that Hypothesis 8 (H8) can be rejected. Although several studies indicate that leadership style may not be the sole or most dominant factor in employee performance, it is inaccurate to say that leadership has no effect (Ohemeng et al. 2018; Alvesson and Einola, 2019). Strong leadership can positively influence employee performance through motivation, clear direction, and a positive work environment.

Based on the data processing conducted by the researchers, the results indicate no significant effect between the work environment and employee performance. This is based on the t-statistic value of 1.130, which is less than the t-table (1.96), and the p-value of $0.258 > 0.05$. This indicates that hypothesis 9 (H9) can be rejected. The claim that the work environment does not affect employee performance is incorrect (Shammout, 2021). In fact, the work environment has a significant impact on employee performance, with both physical and non-physical aspects playing crucial roles. Studies consistently show that a conducive work environment, characterized by factors such as adequate lighting, comfortable temperature, ergonomic work desks, and a positive atmosphere, can increase productivity, engagement, and overall job satisfaction (Kanti and Purnomo, 2024).

Based on the data processing conducted by the researchers, the results indicate a significant positive effect between teamwork and employee performance. This is based on the t-statistic value of 4.040, which is greater than the t-table (1.96), and the p-value of $0.000 < 0.05$. This indicates that Hypothesis 10 (H10) can be accepted. This finding is consistent with previous theories emphasizing the importance of team collaboration in increasing productivity and work effectiveness (Papadopoulos and Papadia, 2022). A work environment that supports teamwork can improve motivation, communication, and synergy among employees, ultimately positively impacting performance (Astuti, 2021).

6. Conclusion

The results of the PLS-SEM analysis indicate that of the five organizational variables tested, only Teamwork (TW) and Human Resource Training (HRT) have a significant direct effect on Employee Performance (EP). Teamwork proved to be the strongest contributor to improved performance, followed by effective HR training.

Conversely, Leadership (L), Welfare and Compensation (WAC), and Work Environment (WE) did not show a significant direct effect, and two of them even had a negative relationship. This indicates the need for evaluation of leadership styles, compensation systems, and work environment conditions to better align with employee needs and expectations.

As a mediating variable, Motivation (M) has a significant influence on performance, but it does not yet act as a strong mediator in bridging the influence of organizational variables on EP. Nevertheless, the mediation pathways from Teamwork and Welfare & Compensation show potential worthy of further development.

Practically, organizations are advised to prioritize strengthening teamwork and HR training as primary strategies for improving performance, as well as making improvements to leadership, compensation, and the work environment to optimally support motivation and productivity.

This study has limitations, including its cross-sectional design, which only captures a snapshot of the relationships between variables at a single point in time. As a result, long-term causal relationships are difficult to identify, and potential changes in motivation and performance over time are not monitored.

Future research should use a longitudinal design to monitor changes in employee motivation and performance over time. This way, the causal dynamics between the independent variables, motivation, and performance can be analyzed more comprehensively.

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