

# The Influence of Employee Involvement on Employee Performance Through Work Motivation at the Forestry Service of East Kalimantan Province

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## Abstract

This study aims to determine and analyze the effect of employee involvement on employee performance through work motivation at the East Kalimantan Provincial Forestry Service. The population of this study were employees of the East Kalimantan Provincial Forestry Service. This research uses descriptive quantitative type. This study obtained a sample of 156 respondents who were taken by probability sampling method using random sampling or all positions in the East Kalimantan Provincial Forestry Service. The data collection technique in this study used a questionnaire in the form of a Google Form. The data processing method in this study is to use IBM SPSS Version 26 and SmartPLS software version 4.0.2. The results of this study indicate that employee involvement has a positive and significant effect on employee performance, employee involvement has a positive and significant effect on work motivation, work motivation has a positive and significant effect on employee performance, and employee involvement has a positive and significant effect on employee performance through work motivation.

## 1. Introduction

Human Resource Management is a source of a process by recruiting, developing, motivating and evaluating all of the various human resources in a business organization or company by looking at the performance of its employees (Chairunnisah *et al.*, 2021). Schedule *et al.* (2022) say that human resources stand for human power management. Human element management is also known as personnel management or employee management. The level of achievement or work results of the goals that must be achieved by an employer / employee in carrying out tasks according to his responsibilities within a certain period of time by assessing the ratio of real work results to quality and quantity standards produced by each employee / employee (Khaeruman *et al.*, 2021). Perkasa *et al.* (2024) argue "Employee performance is a performance result that can be seen from performance achievement or results. Performance is the achievement of work results carried out by individuals or groups on the basis of functions and indicators that have been set by the organization. Mamonto *et al.* (2023) Performance is a combination of three important factors, namely the ability and interest of an employee, the ability and interest in the explanation of task delegation, as well as the role and level of motivation of a worker There are also problems that occur in the East Kalimantan forestry service, namely, the lack of employee participation in carrying out work, the lack of seeing work as something important. Thus, making one of the factors causing the decline in employee performance. From several previous studies, it describes several factors that can affect employee performance, such as according to Otonia Lawolo, Salfadri & Nova Begawati (2021).

Intrinsic motivation has a significant effect on employee performance. Based on research by Raihan & Artadita (2024), employee involvement has a positive effect on employee performance, overall employee involvement is included in the good category and also based on previous research Susanti, (2021) Employee performance is significantly influenced by employee motivation and employee involvement in the company (Santrock, 2024). Work involvement is the extent to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance important to his or her self-esteem. Employees with high levels of work engagement strongly identify and care deeply about the type of work they do (Stephen P. Robbins & Coulter, 2012: 377). According to Chrisshyaren & Erdiansyah, (2023) Engagement, which is defined as employee commitment that is connected between employee personal satisfaction and their contribution, is an important factor for companies to improve teamwork in achieving goals. Employee work involvement is the enthusiasm of employees at work, which occurs because employees direct their energy to work, which is aligned with the company's strategic priorities (Mamonto *et al.*, 2023). Santrock (2024) stated that motivation as a force to drive employee behavior to achieve goals, intensity, and persistence is a significant determinant of work engagement, comparable to employees' personal abilities, and is considered a component that contributes to employee well-being. According to Mubarokh, (2024) Work motivation can help workers become more motivated, more productive, love their jobs more, and are more involved in the organization.

H<sup>1</sup>: Employee involvement has a significant effect on employee performance at the East Kalimantan Provincial Forestry Service.

Based on previous research by Amalia & Novie (2023) from this study is the performance of employee involvement, organizational culture and work stress. The result of this research is that employee involvement has no effect on employee performance. Based on Munparidi (2020), employee involvement on employee performance through job satisfaction, the results of this study of employee involvement with employee performance were stated to have no significant effect. Therefore, it can be concluded that:

H<sup>2</sup>: Employee Involvement has a significant effect on motivation at the East Kalimantan Provincial Forestry Service.

Based on previous research by Santrock (2024) the role of motivation, the results of this study are intrinsic motivation and extrinsic motivation have a significant positive effect on Employee involvement. Based on research by Graph & Spectral (2022), Employee involvement and rewards through career development, the results of this study are Employee involvement, rewards, and career development have a significant effect on work motivation. Therefore, it can be concluded that:

H<sup>3</sup>: motivation has a significant effect on employee performance at the East Kalimantan Provincial Forestry Service.

Based on previous research Subariyanti (2017) from this study is employee performance and employee involvement from this study is work motivation and satisfaction, while the results of this study are that there is a positive and significant relationship between work motivation and job satisfaction on employee performance. Based on research from Nurfadlika & Adinata (2023), employee performance and employee involvement from this study is work motivation and work discipline. The result of this study is that there is a positive and significant influence between work motivation on employee performance. Therefore, it can be concluded that:

H<sup>4</sup>: Based on the explanation above, it can be concluded that the relationship between motivation as a mediator between employee involvement and employee performance has a significant effect and some have no significant effect at the East Kalimantan Provincial Forestry Service.

Based on previous research Susita (2021) of this study is employee performance with employee involvement as a mediator, the results of this study are motivation has a significant effect on employee involvement and employee performance. Based on previous research Siswanto *et al.* (2021) this research is employee engagement and motivation. The result of this study is that motivation has no significant effect between employee involvement and employee performance.

## 2. Research Methodology

This research starts from planning, data collection, data processing, data analysis, and article writing. This research is quantitative research, which is to determine and analyze the effect of exogenous variables on endogenous variables through intervening variables. The exogenous variables include employee Involvement (X), the endogenous variable is employee performance (Y), and the intervening variable is work motivation (Z). Indicators of the Employee Involvement variable (X), actively participating in work, showing work the main thing, seeing work as important. While the indicators of the employee performance variable (Y) are, completion of work in accordance with the target time and cooperation with coworkers. And for indicators of work motivation variables (Z) are harmonious relationships with coworkers and the ability to develop maximum abilities.

In the results of this study, the sample size was determined using the Krejcie and Morgan table. Based on LKjIP (2022) the total population in the East Kalimantan Provincial Forestry Service of 603 employees, a sample size of 234 was needed to represent the entire population. However, sample size estimates calculated using Cohen (1992) vary according to the type of statistical test used by the researcher. The sample size required for correlational research is 85 while multiple regression analysis requires 116. This suggests that the sample size can range from a minimum of 85 samples to conduct correlational analysis to a maximum of 234 samples as recommended by Krejcie and Morgan (1970).

**Table 1** Krejcie and Morgan

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

The SEM-PLS model was applied using SmartPLS software to analyse the data. The analysis process began by testing the validity of the variable construct indicators, as well as the validity and reliability of the variables. Next, hypotheses were tested through path analysis and specific indirect analysis to explore the influence of other variables on endogenous variables. The analyses also included in-depth descriptions to identify the potential influence of relevant variables in the context of this study.

## 3. Result and Discussions

It is known that in this study consisted of 156 respondents, the number of male respondents was 59% or 92 people, while the number of female respondents was 41% or 64 people. Among the ages, the number of

respondents aged 20-35 years was 118 people with a percentage of 75.6%, the number of respondents aged 36-50 years was 32 people with a percentage of 20.5%, and the number of respondents aged >50 was 6 people with a percentage of 3.8%. It is known that in this study consisted of 156 respondents, the number of male respondents was 59% or 92 people, while the number of female respondents was 41% or 64 people. Among the ages of the number of respondents who had ages 20 - 35 years as many as 118 people with a percentage of 75.6%, the number of respondents who had ages 36 - 50 years as many as 32 people with a percentage of 20.5%, and the number of respondents who had ages > 50 was as many as 6 people with a percentage of 3.8%. Meanwhile, the number of respondents who have worked for 1 - 10 years is 83.3% or 130 people, the number of respondents who have worked for 11 - 20 years is 10.9% or 17 people, the number of respondents who have worked for 21 - 30 years is 3.8% or 6 people, and the number of respondents who have worked for 1.9% or 3 people.

All indicators for employee involvement, employee performance, and work motivation variables have values above 0.70. Therefore, it can be concluded that all indicators of these variables are valid. Furthermore, Cronbach Alpha for each construct > 0.70, Composite Reliability for each construct > 0.70 and Average Variance Extracted (AVE) for each construct > 0.50 which means that all constructs are reliable and valid.

Path analysis test results are used to analyze whether each hypothesis is supported. The following is a path analysis table (Table 2), as well as a picture of the model built (Figure 1):

**Table 1 Path Analysis Test Result**

No	Variable	Original Sample	T-Statistics	P-Value
1.	Employee involvement > employee performance	0.356	3.109	0.002
2.	Employee involvement > work motivation	0.857	17.550	0.000
3.	work motivation > employee performance	0.253	2.168	0.007

Specific indirect analysis test results are used to analyze whether each hypothesis is supported. The following is specific indirect analysis table (Table 3):

**Table 2 Spesific Path Analysis Test Result**

No	Variable	Original Sample	T-Statistics	P-Value
1.	Employee involvement > work motivation > Employee performance	0.217	2.063	0.039

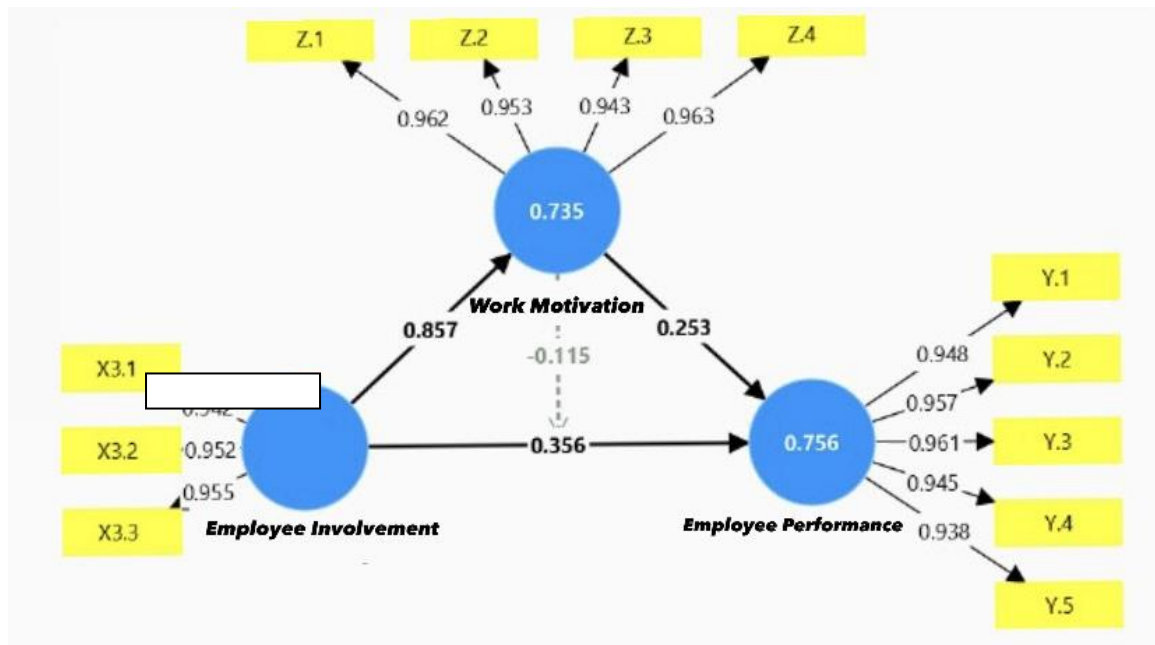


Fig. 1 The Constructed Model

#### 4. Discussion

The results show that employee involvement is very good in the East Kalimantan Provincial Forestry Service because it can help employees reduce the number of mistakes and avoid making the same mistakes in the future. Therefore, employee involvement is one of the factors that drive employee performance improvement in the East Kalimantan Provincial Forestry Service.

The findings of this study are in line with based on previous research by Amalia & Novie (2023). From this study is the performance of employee involvement, organizational culture and work stress. The result of this research is that employee involvement has no effect on employee performance. Based on Munparidi (2020), employee involvement on employee performance through job satisfaction, the results of this study of employee involvement with employee performance were stated to have no significant effect.

Based on the results obtained, an employee who has an active contribution to work will improve employee performance, this shows that employees at the East Kalimantan Provincial Forestry Service must be able to understand the abilities and skills of their employees so that they can provide basic tasks and functions so that there is effectiveness at work and employees feel involved in a job which will certainly improve employee performance.

Based on these results, it shows that Employee Involvement owned by employees at the East Kalimantan Provincial Forestry Service is very good, because employees who have more work experience tend to have a high level of confidence because they have faced various situations and challenges at work. This employee involvement not only improves their knowledge and skills, but also affects work motivation. The findings of this study are in line with previous research conducted based on previous research by Santrock (2024). The role of motivation as well as the results of this study are intrinsic motivation and extrinsic motivation have a significant positive effect on employee Involvement.

The results show that employee involvement in the East Kalimantan Provincial Forestry Service is very good, as employees who actively participate are more likely to be tenacious and not take their work lightly. This employee involvement is not only active in their work, but also has an impact on their motivation to work.

The findings of this study are in line with based on previous research done by Subariyanti (2017). Variable Y of this study is employee performance and variable X of this study is work motivation and satisfaction, while the results of this study are that there is a positive and significant relationship between work motivation and job satisfaction on employee performance. Based on research Nurfadlika & Adinata (2023), the Y variable of this study is employee performance and the X variable of this study is work motivation and work discipline.

Work motivation is very important for employee performance. Employees at the East Kalimantan Provincial Forestry Service who have high work motivation will perform tasks more thoroughly and achieve better results.

The findings of this study are in line with based on previous research done by Susita (2021). This study is employee performance with employee involvement as a mediator, the results of this study are motivation has a significant effect on employee involvement and employee performance. Based on previous research by Siswanto et al. (2021), this research is on employee involvement and motivation.

An employee who actively takes part in Employee involvement and often demonstrates that this involvement is critical to completing the tasks assigned by the East Kalimantan Provincial Forestry Service will see involvement in work as important. Therefore, employees become more motivated to do their jobs better because they perceive their work as something important to them.

## 5. Conclusion

In employee involvement, the training and education provided by the East Kalimantan Provincial Forestry Service is quite good, so this study suggests that the Forestry Service pay more attention to work is the main thing given in order to employee involvement of each employee and also improve employee performance. The performance results of all employees in the East Kalimantan Provincial Forestry Service are quite good, so the researcher suggests that each employee must actively participate in work in assuming higher responsibilities in the future.

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## Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

## Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** R. A., I. and F.; **data collection:** R. A., I. and F.; **analysis and interpretation of results:** R. A., I. and F.; **draft manuscript preparation:** R. A., I. and F. All authors reviewed the results and approved the final version of the manuscript

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