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The Effect of Timeliness, Work Quality, Effectiveness, and Independence on Employee Performance

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Abstrak. *Kinerja karyawan memainkan peran penting dalam menentukan produktivitas dan keberlanjutan organisasi. Studi ini bertujuan untuk menguji pengaruh ketepatan waktu, kualitas kerja, efektivitas dan kemandirian terhadap kinerja karyawan PT HIT di Kudus menggunakan pendekatan kuantitatif. Ketepatan waktu mencerminkan kemampuan karyawan untuk menyelesaikan tugas sesuai jadwal yang telah ditentukan, kualitas kerja menekankan akurasi dan kesesuaian dengan standar, efektivitas mengacu pada pemanfaatan sumber daya yang optimal untuk mencapai tujuan, dan kemandirian menggambarkan kemampuan karyawan untuk melakukan tugas secara mandiri. Studi ini menggunakan metode survei yang melibatkan 100 karyawan PT HIT di Kudus yang dipilih menggunakan teknik pengambilan sampel sensu. Data dikumpulkan melalui kuesioner terstruktur yang diukur menggunakan skala Likert 5 poin. Data dianalisis menggunakan SPSS versi 26 melalui uji validitas dan reliabilitas, uji normalitas, analisis regresi linier berganda, uji t, dan uji F. Hasil menunjukkan bahwa ketepatan waktu, kualitas kerja, efektivitas, dan kemandirian masing-masing memiliki pengaruh positif dan signifikan terhadap kinerja karyawan PT HIT di Kudus, baik secara parsial maupun simultan. Koefisien determinasi (R^2) menunjukkan bahwa 65% variasi kinerja karyawan PT HIT di Kudus dapat dijelaskan oleh variabel-variabel ini. Temuan ini menyoroti pentingnya manajemen waktu, orientasi kualitas, proses kerja yang efektif, dan otonomi karyawan dalam meningkatkan kinerja organisasi.*

Kata kunci: *Ketepatan Waktu; Kualitas Kerja; Efektivitas; Kemandirian; Kinerja Karyawan.*

Abstract. *Employee performance plays a crucial role in determining organizational productivity and sustainability. This study aims to examine the influence of punctuality, work quality, effectiveness, and independence on employee performance at PT HIT in Kudus using a quantitative approach. Punctuality reflects an employee's ability to complete tasks according to a predetermined schedule, work quality emphasizes accuracy and conformity to standards, effectiveness refers to the optimal utilization of resources to achieve goals, and independence describes an employee's ability to perform tasks independently. This study used a survey method involving 100 PT HIT employees in Kudus selected using a census sampling technique. Data were collected through a structured questionnaire measured using a 5-point Likert scale. Data were analyzed using SPSS version 26 through validity and reliability tests, normality tests, multiple linear regression analysis, t-tests, and F-tests. The results indicate that punctuality, work quality, effectiveness, and independence each have a positive and significant influence on employee performance at PT HIT in Kudus, both partially and simultaneously. The coefficient of determination (R^2) indicates that 65% of the variation in employee performance at PT HIT in Kudus can be explained by these variables. These findings highlight the importance of time management, quality orientation, effective work processes, and employee autonomy in improving organizational performance.*

Keywords: *Timeliness; Work Quality; Effectiveness; Independence; Employee Performance.*

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Abstract & Indexing

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Introduction

Employee performance has been widely recognized as a key determinant of organizational success because it directly influences productivity, service quality, and competitive advantage (Armstrong, 2020). In both public and private organizations, employee performance reflects the extent to which employees are able to carry out their duties and responsibilities in line with predetermined organizational goals and standards (Robbins & Judge, 2022). High levels of employee performance indicate that organizational resources, particularly human resources, are being utilized effectively to support organizational sustainability. One important factor influencing employee performance is timeliness. Timeliness refers to employees' ability to complete tasks and responsibilities within specified deadlines. Employees who manage their time effectively tend to demonstrate higher levels of discipline, reliability, and commitment, which in turn contribute positively to organizational efficiency and workflow continuity (Dessler, 2020). Conversely, delays in task completion can disrupt operational processes, increase work backlogs, and ultimately reduce overall employee and organizational performance.

In addition to timeliness, work quality is a critical component of employee performance. Work quality refers to the accuracy, completeness, and consistency of work outcomes in meeting established standards. Employees who consistently produce high-quality work are able to minimize errors and reduce the need for rework, thereby enhancing efficiency and customer satisfaction (Sonnentag, 2018). High work quality also reflects employees' competence and attention to detail, which are essential for achieving organizational objectives. Effectiveness also plays a significant role in shaping employee performance. Effectiveness relates to employees' ability to achieve work objectives by optimally utilizing available resources, including time, skills, and organizational support. Effective employees are not only focused on completing tasks but also ensure that their outputs align with organizational goals, contributing to improved organizational outcomes and performance consistency (Colquitt *et al.*, 2019). Furthermore, independence or autonomy has gained increasing attention in modern organizational settings. Independence refers to employees' ability to perform tasks autonomously, make decisions within their scope of authority, and solve problems without excessive supervision. According to job design theory, greater autonomy enhances employees' motivation, sense of responsibility, and engagement, which ultimately leads to improved performance (Grant & Parker, 2019). Independent employees are also more adaptable and proactive in responding to dynamic work demands. Although timeliness, work quality, effectiveness, and independence have been widely discussed in the literature, empirical studies that examine these variables simultaneously in relation to employee performance remain limited. Most previous studies tend to focus on one or two factors in isolation. Therefore, this study seeks to empirically analyze both the partial and simultaneous effects of timeliness, work quality, effectiveness, and independence on employee performance using a quantitative approach.

Literatur Review

Employee Performance

Employee performance is defined as the level of achievement of work results in accordance with organizational objectives and predetermined standards (Mathis *et al.*, 2017). Employee performance reflects how effectively employees carry out their roles and responsibilities to support organizational goals. Performance is commonly measured through indicators such as productivity, quality of output, timeliness, and responsibility, which together describe both the quantity and quality of employees' work contributions. High employee performance indicates that organizational resources are being utilized efficiently and effectively to achieve desired outcomes.

Timeliness

Timeliness reflects employees' ability to complete tasks and responsibilities according to

predetermined schedules. Employees who demonstrate high levels of timeliness tend to exhibit better self-discipline, planning ability, and responsibility toward their work assignments. Effective time management enables employees to maintain workflow continuity and meet organizational deadlines, which positively affects overall performance (Dessler, 2020). Conversely, poor timeliness may lead to delays, inefficiencies, and decreased performance outcomes. H1: Timeliness has a positive and significant effect on employee performance.

Work Quality

Work quality refers to the degree to which work outcomes meet established standards in terms of accuracy, completeness, and reliability. Employees who consistently produce high-quality work are able to minimize errors and reduce the need for rework, thereby improving efficiency and service quality. High work quality also reflects employees' competence and commitment to organizational standards, which contribute to improved organizational effectiveness and customer satisfaction (Sonnentag, 2018). H2: Work quality has a positive and significant effect on employee performance.

Effectiveness

Effectiveness is defined as the ability of employees to achieve work objectives through the optimal use of available resources, including time, skills, and organizational support. Effective employees focus not only on task completion but also on ensuring that their outputs align with organizational goals. By working effectively, employees are able to contribute more consistently to organizational performance and achieve better work outcomes (Colquitt *et al.*, 2019). H3: Effectiveness has a positive and significant effect on employee performance.

Independence

Independence refers to employees' ability to perform tasks autonomously, take initiative, and solve problems without excessive supervision. Autonomy allows employees to make decisions within their scope of responsibility, which enhances motivation, responsibility, and engagement. According to job design theory, greater independence encourages employees to be more proactive and accountable for their work, leading to improved performance outcomes (Grant & Parker, 2019). Based on the theoretical and empirical review, the following hypotheses are proposed:

H1: Timeliness has a positive and significant effect on employee performance.
H2: Work quality has a positive and significant effect on employee performance.
H3: Effectiveness has a positive and significant effect on employee performance.
H4: Independence has a positive and significant effect on employee performance.
H5: Timeliness, work quality, effectiveness, and independence simultaneously have a positive and significant effect on employee performance.

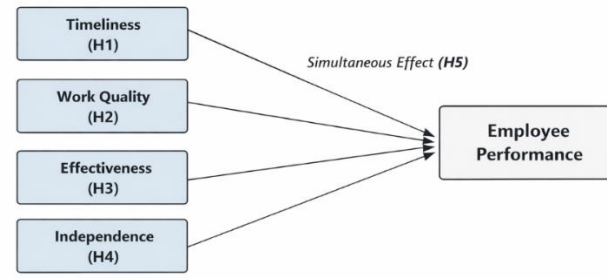


Figure 1. Theoretical And Empirical Review

Research Methodology

This study employed a quantitative research design using a survey approach to examine the effect of timeliness, work quality, effectiveness, and independence on employee performance. A quantitative approach was selected because it allows for objective measurement and statistical analysis of relationships between variables. The population of this study consisted of employees within the organization under study. A total of 100 respondents were selected as the research sample using a cencus technique, ensuring that each member of the population had an equal opportunity to be included in the sample. This sampling method was chosen to reduce selection bias and enhance the representativeness of the data. Data were collected using structured questionnaires distributed to respondents. All questionnaire items were measured using a five-point Likert

scale ranging from strongly disagree (1) to strongly agree (5). The use of a Likert scale enabled the quantification of respondents' perceptions and facilitated statistical analysis. The independent variables in this study consisted of timeliness, work quality, effectiveness, and independence. Timeliness was measured using indicators related to punctuality and adherence to work deadlines. Work quality was assessed based on indicators of accuracy, completeness, and conformity with established standards. Effectiveness was measured through indicators related to the achievement of work objectives and efficient utilization of available resources. Independence was measured using indicators associated with autonomy, initiative, and the ability to work without excessive supervision. The dependent variable, employee performance, was measured using indicators such as productivity, quality of output, and responsibility. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 26. The analysis procedures included validity and reliability tests to ensure the accuracy and consistency of the measurement instruments. A normality test was performed to assess the distribution of the data. Multiple linear regression analysis was employed to examine the influence of the independent variables on employee performance. Hypothesis testing was conducted using t-tests to analyze partial effects and F-tests to analyze simultaneous effects. Additionally, the coefficient of determination (R^2) was calculated to measure the explanatory power of the model. All statistical tests were conducted using a significance level of 0.05.

Results and Discussion

Results

The results of the validity test indicate that all questionnaire items have corrected item–total correlation values greater than 0.30, confirming that each item is valid and capable of accurately measuring the intended research variables. This result suggests that the measurement instruments used in this study appropriately represent the constructs of timeliness, work quality, effectiveness, independence, and employee performance. Furthermore, reliability testing shows that Cronbach's alpha values for all variables exceed the threshold of 0.70, indicating good internal consistency and confirming that the instruments are reliable for further statistical analysis. The results of multiple linear regression analysis demonstrate that timeliness, work quality, effectiveness, and independence each have a positive and significant effect on employee performance. These findings indicate that improvements in any of the independent variables are associated with increases in employee performance. Partial hypothesis testing using t-tests reveals that each independent variable significantly influences employee performance, supporting the proposed hypotheses H1 through H4. This result suggests that timeliness, work quality, effectiveness, and independence independently contribute to explaining variations in employee performance.

Simultaneous hypothesis testing using the F-test indicates that all independent variables jointly have a significant effect on employee performance, thereby supporting hypothesis H5. This finding implies that employee performance is not influenced by a single factor alone, but rather by the combined interaction of time discipline, quality of work, effectiveness in resource utilization, and employee autonomy. The simultaneous effect highlights the importance of adopting an integrated approach in managing human resources to improve performance outcomes. The coefficient of determination (R^2) obtained in this study is 0.65, which means that 65% of the variation in employee performance can be explained by timeliness, work quality, effectiveness, and independence. The remaining 35% of the variation is influenced by other factors not examined in this study, such as motivation, leadership style, organizational culture, and work environment. This relatively high R^2 value indicates that the proposed model has strong explanatory power. The findings of this study are consistent with previous research emphasizing the importance of time management, quality orientation, effectiveness, and autonomy in enhancing employee performance. Effective time management enables employees to meet deadlines and

maintain workflow continuity, while high work quality reduces errors and improves service outcomes (Armstrong, 2020). Similarly, effectiveness ensures that employees utilize resources optimally to achieve organizational goals, and independence enhances motivation and responsibility, leading to higher performance levels (Robbins & Judge, 2022). Therefore, the results of this study reinforce existing theoretical perspectives and provide empirical evidence supporting the role of these factors in improving employee performance. The validity test results indicated that all questionnaire items had corrected item-total correlation values greater than 0.30, confirming their validity. Reliability testing using Cronbach's alpha showed values above 0.70 for all variables, indicating good reliability. The normality test results showed that the data were normally distributed, as indicated by significance values greater than 0.05.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha
Timeliness	0.82
Work Quality	0.85
Effectiveness	0.80
Independence	0.78
Employee Performance	0.88

Table 2. Regression Results

Variable	Beta	t-value	Sig.
Timeliness	0.25	2.45	0.016
Work Quality	0.30	3.10	0.003
Effectiveness	0.22	2.20	0.030
Independence	0.28	2.85	0.005

The t-test results indicate that each independent variable has a significant effect on employee performance, supporting H1 to H4. The F-test result shows an F-value of 28.50 with a significance level of 0.000, indicating that all independent variables simultaneously affect employee performance, thus supporting H5. The coefficient of determination (R^2) was 0.65, meaning that 65% of the variance in employee performance is explained by the four independent variables. These findings are consistent with previous studies and confirm the importance of timeliness, work quality, effectiveness, and independence in enhancing employee performance.

Partial Test (t-test)

The t-test was conducted to examine the partial effect of each independent variable on employee performance. The decision criterion was a significance level (α) of 0.05. If Sig. < 0.05 and t-count > t-table (1.984), the hypothesis is accepted.

Table 3. t-test Results (Partial Effect)

Variable	t-count	t-table	Sig.	Decision
Timeliness	2.45	1.984	0.016	H1 Accepted
Work Quality	3.10	1.984	0.003	H2 Accepted
Effectiveness	2.20	1.984	0.030	H3 Accepted
Independence	2.85	1.984	0.005	H4 Accepted

Table 4. Regression Results

Variable	Beta	t-value	Sig.
Timeliness	0.25	2.45	0.016
Work Quality	0.30	3.10	0.003

Effectiveness	0.22	2.20	0.030
Independence	0.28	2.85	0.005

The t-test results indicate that each independent variable has a significant effect on employee performance, supporting H1 to H4. Specifically, timeliness significantly influences employee performance (t = 2.45; Sig. = 0.016), indicating that better adherence to deadlines improves performance. Work quality shows the strongest partial effect (t = 3.10; Sig. = 0.003), confirming that higher quality outputs lead to better performance. Effectiveness also has a significant positive effect (t = 2.20; Sig. = 0.030), while independence significantly enhances performance through employee autonomy (t = 2.85; Sig. = 0.005). ### Simultaneous Test (F-test) The F-test was conducted to determine whether timeliness, work quality, effectiveness, and independence simultaneously affect employee performance. The decision criterion was Sig. < 0.05.

Table 5. F-test Results (Simultaneous Effect)

Model	F-count	F-table	Sig.	Decision
Regression	28.50	2.47	0.000	H5 Accepted

The results show that the F-count value is greater than the F-table value and the significance level is below 0.05, indicating a significant simultaneous effect of all independent variables on employee performance.

Hypothesis Testing Summary

Hypothesis testing was conducted based on the results of the t-test and F-test. The acceptance or rejection of hypotheses was determined using statistical significance values and comparison between calculated and critical values.

Table 6. Hypothesis Testing Results

Hypothesis	Statement	Result
H1	Timeliness significantly affects employee performance	Accepted
H2	Work quality significantly affects employee performance	Accepted
H3	Effectiveness significantly affects employee performance	Accepted
H4	Independence significantly affects employee performance	Accepted
H5	Timeliness, work quality, effectiveness, and independence simultaneously affect employee performance	Accepted

Overall, all hypotheses proposed in this study are empirically supported, confirming that both partial and simultaneous effects of the independent variables on employee performance are statistically significant. The coefficient of determination (R^2) was 0.65, meaning that 65% of the variance in employee performance is explained by the four independent variables. These findings are consistent with previous studies and confirm the importance of timeliness, work quality, effectiveness, and independence in enhancing employee performance.

Discussion

The results of this study indicate that timeliness, work quality, effectiveness, and independence have a positive and significant impact on employee performance. Timeliness has proven to be a key factor in enhancing performance, aligning with Dessler's (2020) findings that effective time management contributes to employee discipline and commitment, which in turn improves organizational efficiency. Work quality also plays a crucial role; employees who produce high-quality work can minimize errors and enhance customer satisfaction, supporting Sonnentag's (2018) argument regarding the importance of accuracy and consistency in work outcomes. Effectiveness, which relates to the optimal utilization of resources, is consistent with Colquitt *et al.* (2019), who emphasize that effective employees focus not only on task

completion but also on achieving organizational goals. Furthermore, employee independence, reflecting their ability to work autonomously, has a positive impact on motivation and responsibility, in line with Grant and Parker's (2019) research indicating that autonomy enhances employee engagement and performance. These findings are consistent with previous studies that demonstrate how these factors interact to improve overall employee performance, suggesting the need for an integrated approach in human resource management to achieve optimal outcomes.

Conclusion

This study concludes that timeliness, work quality, effectiveness, and independence have positive and significant effects on employee performance, both partially and simultaneously. These findings indicate that employee performance improves when employees are able to complete tasks on time, maintain high standards of work quality, utilize available resources effectively, and perform their duties with a high degree of independence. Each of these factors contributes individually to performance improvement, while their combined influence provides a stronger explanatory effect on employee performance. From a practical perspective, the results suggest that organizations should not focus on a single aspect of performance improvement, but rather adopt integrated human resource management strategies.

Organizations are encouraged to strengthen time discipline through clear scheduling and performance targets, enhance work quality by establishing and monitoring quality standards, improve effectiveness through better resource allocation and work process optimization, and foster employee independence by providing autonomy and encouraging initiative. Such integrated efforts are expected to lead to sustainable improvements in employee performance. Despite its contributions, this study has several limitations. The use of a single organizational context and a relatively limited sample size may restrict the generalizability of the findings. Therefore, future research is recommended to incorporate additional variables, such as motivation, leadership style, organizational culture, or work environment, and to involve larger and more diverse samples. Expanding the research scope will provide a more comprehensive understanding of the factors influencing employee performance and strengthen the robustness of future empirical findings.

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