

## OFFICE DE-CLUTTER MEDIATES THE FACTORS AFFECTING EMPLOYEE PERFORMANCE IN THE PRODUCTION AND OPERATION DIVISION

FARIS FERDIANTO NOOR  
SETIA TJAHYANTI

Trisakti School of Management, Jl. Raya Siliwangi No. 74, Bekasi, Indonesia  
[202280065@stietrisakti.ac.id](mailto:202280065@stietrisakti.ac.id), [tia@stietrisakti.ac.id](mailto:tia@stietrisakti.ac.id)

Received: Juni 18, 2026; Revised: Juni 19, 2026; Accepted: Juni 24, 2026

**Abstract:** The aims of this study is to analyze the effect of Supervisor Support and Self Efficacy on Employee Performance, with Office De-Clutter as a mediating variable in the Production & Operation Division of PT XYZ. This study employs a quantitative research method, with sample selection using non-probability sampling through a saturated sampling technique. Data were collected using a Likert-scale questionnaire distributed to respondents via Google Forms. The population and sample in this study consisted of 79 employees of the Production & Operation Division of PT XYZ. This study used Partial Least Squares Structural Equation Modeling (PLS-SEM) via SMARTPLS 4.0 for data analysis. The findings reveal that both Supervisor Support and Self Efficacy significantly impact Employee Performance. In addition, Supervisor Support and Self Efficacy also have a significant effect on Office De-Clutter. Furthermore, Office De-Clutter has a significant effect on Employee Performance. However, Office De-Clutter does not mediate the relationship between Supervisor Support and Employee Performance, whereas Office De-Clutter mediates the relationship between Self Efficacy and Employee Performance.

**Keywords:** *Employee Performance, Office De-Clutter, Self-Efficacy, Supervisor Support*

**Abstrak:** Tujuan dari penelitian ini adalah menganalisis pengaruh *Supervisor Support* dan *Self Efficacy* terhadap *Employee Performance* melalui *Office De-Clutter* sebagai variabel mediasi pada Divisi *Production & Operation* PT XYZ. Penelitian ini menggunakan metode kuantitatif dengan pemilihan sampel yaitu *non probability sampling* dengan menggunakan sampel jenuh. Teknik pengumpulan data menggunakan kuesioner dengan skala likert melalui *Google Form* yang disebarakan kepada responden. Populasi dan sampel yang terdapat dalam penelitian ini adalah karyawan Divisi *Production & Operation* PT XYZ yang berjumlah 79 karyawan. Penelitian ini menggunakan metode *Partial Least Squares Structural Equation Modeling* (PLS-SEM) berbasis perangkat lunak SMARTPLS 4.0 untuk menganalisis data. Temuan penelitian mengindikasikan bahwa *Supervisor Support* dan *Self Efficacy* memberikan pengaruh terhadap *Employee Performance*. Selain itu, *Supervisor Support* dan *Self Efficacy* juga berpengaruh terhadap *Office De-Clutter*. Selanjutnya, *Office De-Clutter* berpengaruh terhadap *Employee Performance*. Namun *Office De-Clutter* tidak memediasi pengaruh *Supervisor Support* terhadap *Employee Performance*, sedangkan *Office De-Clutter* memediasi pengaruh *Self Efficacy* terhadap *Employee Performance*.

**Kata Kunci:** *Employee Performance, Office De-Clutter, Self-Efficacy, Supervisor Support*

### INTRODUCTION

In the era of globalization, the oil and gas industry play a strategic role in supporting Indonesia's energy security and economic growth. Consequently, oil and gas companies are required to not only rely on natural resource availability and technological

advancements but also to manage human resources effectively to ensure that performance and production targets are optimally achieved. Human resources are an essential element and are inseparable from the sustainability of an organization, including both public institutions and private companies (Hoke et al. 2018). High

quality human resource performance management is crucial for creating alignment between employee needs, job demands, and organizational capabilities, thereby supporting sustainable corporate success and productivity (Mappamiring et al. 2020). Nevertheless, in recent years, the national oil and gas industry has faced various challenges, one of which is a decline in production.

Based on Table 1, Indonesia's oil and gas production for the 2019–2023 period exhibits a downward trend. Oil and condensate production declined from 745.14 MBOPD in 2019 to 708.32 MBOPD (2020), 658.54 MBOPD (2021), 612.42 MBOPD (2022), and reached 605.72 MBOPD in 2023. The unit MBOPD (Million Barrels of Oil Per Day) represents the national daily average of oil and condensate production. Similarly, natural gas production has shown a declining tendency, falling from 1,279 MMSCFD in 2019 to 1,178 MMSCFD in 2020, remaining stagnant in 2021, before further decreasing to 1,147 MMSCFD in 2022 and 1,172 MMSCFD in 2023. The unit MMSCFD (Million Standard Cubic Feet Per Day) is utilized to measure natural gas volume under standard conditions. This trend indicates that the national oil and gas industry is facing significant pressure in maintaining the sustainability of its operational performance.

Table 2 illustrates the comparison between production targets and actual output for oil, condensate, and natural gas at PT XYZ during the 2019–2023 period. In 2019 and 2020, oil and condensate production remained close to the established targets, achieving 97.90% and 97.84% respectively, and even slightly exceeded the target in 2021 at 100.12%. However, these

achievements declined significantly to 79.15% in 2022 and further to 76.13% in 2023. Regarding natural gas production, the 2020 output exceeded the target with an achievement of 101.10%, yet subsequently experienced a gradual decline to 96.58% in 2021, 76.77% in 2022, and 63.20% in 2023. Overall, these data indicate a widening gap between PT XYZ's production targets and actual realization over the past few years.

The decline in production achievement is inextricably linked to the performance of employees as the primary executors of operational activities. Silalahi et al. (2025) state that planning discrepancies indicate a gap between planning documents and field implementation due to the suboptimal synergy of human resource capacities. Therefore, in addition to evaluating production performance, it is crucial to review employee performance as an internal factor that potentially influences the achievement of company targets. Employee performance appraisal is an evaluation procedure of the execution of an employee's duties over a specific period, designed to assess their level of success, work ethic, proficiency, and potential (Puspitasari and Tjahyanti 2024).

Table 3 illustrates the standards for employee performance evaluation at PT XYZ. Correspondingly, Ohemeng et al. (2018) define employee performance as the behaviors, actions, and work results that can be measured by their contribution to organizational goals. Therefore, reviewing employee performance becomes essential as an internal factor that potentially influences the attainment of corporate targets.

**Table 1. Oil, Condensate, and Natural Gas Production Data in Indonesia**

Year	Oil & Condensate (MBOPD)	Natural Gas (MMSCFD)
2019	745.14	1,279
2020	708.32	1,178
2021	658.54	1,178
2022	612.42	1,147
2023	605.72	1,172

**Source:** Oil and Gas Statistics 2023

**Table 2. Production Target & Actual for Oil, Condensate, and Natural Gas at PT XYZ**

Year	Oil and Condensate (MBOPD)			Natural Gas (MMSCFD)		
	Target	Actual	Percentage	Target	Actual	Percentage
2019	28.6	28.00	97,90%	0	0	0%
2020	26.4	25.83	97,84%	78,2	79,06	101,10%
2021	24.3	24.33	100,12%	55	53,12	96,58%
2022	24.8	19.63	79,15%	51,4	39,46	76,77%
2023	23	17.51	76,13%	49,1	31,03	63,20%

Source: Internal Data of PT XYZ

**Table 3. PT XYZ Employee Performance Appraisal Standards**

Level	Score	Description
1	> 90%	Excellent
2	76% - 90%	Good
3	61% - 75%	Fair
4	46% - 60%	Less Satisfactory
5	30% - 45%	Unsatisfactory

Source: Internal Data of PT XYZ

**Table 4. Employee Performance Data of the Production & Operation Division at PT XYZ**

Year	Number of Employees	Average Score (%)	Category
2021	76	88%	Good
2022	80	75%	Fair
2023	80	74%	Fair

Source: Internal Data of PT XYZ

**Table 5. Work Environment Conditions in the Production & Operation Division at PT XYZ**

No	Work Environment	Condition	Remarks
1.	Work Desks	Good	Desks are neatly organized.
2.	Physical Documents	Poor	Many documents are piled up and unfiled.
3.	Work Equipment	Fair	Some work tools are neatly arranged and easily accessible.
4.	Shared Workspaces	Good	The room is clean with minimal unused items.
5.	Cables and Electronic Devices	Fair	Some cables are neatly arranged.

Source: Internal Data of PT XYZ

Based on Table 4, the employee performance of the Production & Operation Division at PT XYZ for the 2021–2023 period indicates a downward trend. In 2021, the average employee performance reached 88%, falling into the "good" category, however, it declined to 75% in 2022 and further to 74% in 2023, both of which are classified as

"fair". This decline indicates a weakening in employee performance achievements, which potentially impacts operational performance and the attainment of the company's production targets.

Employee performance is the outcome achieved by a group of employees in relation to work operations, behaviors, and actions within a specific

timeframe, manifested in the form of tasks and responsibilities (Subiako and Pujiyanto 2023). Andria and Yateno (2021) state that low employee performance can cause fluctuations in production targets, resulting in a higher rate of unachieved targets. Besides individual factors, the work environment also plays a crucial role. Gandung et al. (2024) assert that the physical work environment has a significant effect on employee performance, while Tjahyanti et al. (2026, 16) explain that a comfortable, quiet, and conducive work environment including physical facilities such as desks, chairs, and workspaces can enhance employee performance. Therefore, examining the work environment conditions within the Production & Operation Division at PT XYZ is relevant to depict the daily working situations faced by the employees.

Based on Table 5, the work environment conditions within the Production & Operation Division of PT XYZ are generally categorized as good, particularly concerning work desks and shared workspaces, which are neatly arranged and clean. However, the management of physical documents is still classified as poor due to accumulation and suboptimal filing. Work equipment, alongside cables and electronic devices, fall into the fair category, although most are systematically arranged, some cables are still improperly managed. These findings indicate room for improvement in managing the work environment to optimally support employee performance. Such conditions suggest that employee performance is not solely influenced by individual capabilities, but also by other factors such as supervisor support, self-efficacy, and office de-clutter. The latter relates to an organized and conducive work environment, enabling employees to work with greater focus, efficiency, and minimal distractions. Based on the background outlined above, this study is conducted under the title, "Office De-Clutter Mediates the Factors Affecting Employee Performance in The Production & Operation Division".

The theory utilized in this research is the Social Exchange Theory, introduced by Peter M. Blau in 1964. Yuliasih et al. (2025, 78) explain that within Social Exchange Theory, social relationships between individuals are formed based on the principle of reciprocal exchange, where individuals tend to make

certain contributions with the expectation of receiving rewards equal to or greater than the effort exerted. Furthermore, Armstrong and Taylor (2023, 219) elucidate that in Social Exchange Theory, obligations between individuals are formed through a series of interactions that generate reciprocity. This applies to the relationship between leaders and subordinates, where subordinates can contribute in the form of performance, while leaders or superiors provide rewards, support, and recognition to the employees.

### **Employee Performance**

According to Daft (2018, 726) employee performance is the ability of an organization to use its resources efficiently and effectively to achieve a goal. Meanwhile, according to Iqbal and Ruswiono (2023) Employee Performance is a manifestation of the physical and mental effort an individual puts into completing their tasks. Although the results of this performance are often tangible, observable, and quantitatively measurable, there are also various aspects of an employee's contribution that are abstract or intangible, making them difficult to see and calculate precisely.

### **Supervisor Support**

According to Saleem et al. (2022) Supervisor Support supervisor support refers to the measure of employees' perceptions regarding their relationship with their superiors, which is based on trust, the superior's willingness to help, fairness in actions, and so forth. Yang et al. (2020) also explain that supervisor support refers to the degree to which employees feel that their superiors value their contributions and care about their well-being.

### **Self-Efficacy**

According to Robins and Judge (2023, 253) Self Efficacy refers to an individual's belief that they are capable of performing or completing a task. Similarly, Sutanti and Widayati (2022) state that Self Efficacy refers to a person's belief that they are capable of carrying out and completing a task.

### **Office De-Clutter**

According to Gunawan et al. (2024) Office

De-Clutter is the process of sorting items to determine which need to be kept and which need to be discarded based on their necessity and utility value. Meanwhile, Ferrari et al. (2021) note that Office De-Clutter relates to a person's perception of the presence of excessive or disorganized items in their workspace, which can disrupt the function of the space, emotional well-being, and social interactions at work.

### **The Effect of Supervisor Support on Employee Performance**

Saleem et al. (2022) state that supervisor support affects employee performance; this influence indicates that supervisor support can drive employee productivity, thereby enhancing employee performance. In line with Amanda and Ekhsan (2018) supervisor support can determine the level of employee performance. Alvianita et al. (2023) also state that there is an effect of supervisor support on employee performance.

**H1: There is an effect of Supervisor Support on Employee Performance.**

### **The Effect of Self Efficacy on Employee Performance**

In his research, Hadi (2023) states that self-efficacy affects employee performance. Similarly, Nusannas et al. (2020) state in their study that self-efficacy has a significant effect on employee performance. This is also in line with Agustin et al. (2022) who assert that self-efficacy affects employee performance.

**H2: There is an effect of Self Efficacy on Employee Performance.**

### **The Effect of Supervisor Support on Office De-Clutter**

According to Saleem et al. (2022) regarding the factors affecting employee performance, it is stated that supervisor support affects office de-clutter. This is in line with Alvianita et al. (2023) who state that supervisor support affects office de-clutter. Supervisor support can also create, promote, and implement new ideas to improve individual performance (Bak 2020).

**H3: There is an effect of Supervisor Support on Office De-Clutter.**

### **The Effect of Self Efficacy on Office De-Clutter**

Saleem et al. (2022) show in their research that self-efficacy affects office de-clutter. This study indicates that self-efficacy can increase employees' confidence in their ability to complete tasks and organize their work environment. Gunawan et al. (2017) demonstrate that self-efficacy affects job performance due to safe, comfortable, and effective work environment conditions. Furthermore, self-efficacy shows an effect on job satisfaction (Ardiani and Mulyana 2018).

**H4: There is an effect of Self Efficacy on Office De-Clutter.**

### **The Effect of Office De-Clutter on Employee Performance**

Saleem et al. (2022) explain that there is an influential relationship between office de-clutter and employee performance. This is in line with Alvianita et al. (2023) and Malik et al. (2024) who state that office de-clutter has an effect on employee performance.

**H5: There is an effect of Office De-Clutter on Employee Performance.**

### **Office De-Clutter Mediates Supervisor Support on Employee Performance**

Saleem et al. (2022) state that office de-clutter can demonstrate a mediating effect between supervisor support and employee performance. In line with Soelistya and Wijayanti (2022) work supervision by superiors can improve the work environment, thereby affecting employee performance. Amanda and Ekhsan (2018) also explain that an adequate environment mediates supervisor support on employee performance.

**H6: There is a mediating effect of Office De-Clutter on the relationship between Supervisor Support and Employee Performance.**

### **Office De-Clutter Mediates Self Efficacy on Employee Performance**

Saleem et al. (2022) state that office de-clutter can demonstrate a mediating effect between self-efficacy and employee performance. Na-Nan and Sanamthong (2019) show that there is a mediating effect of the workplace between self-efficacy and employee performance. Nugraha and Kharismasyah

(2024) explain that perceived organizational support, such as the work environment, mediates the effect of self-efficacy on employee performance.

**H<sub>7</sub>: There is a mediating effect of Office De-Clutter on the relationship between Self Efficacy and Employee Performance.**

## RESEARCH METHODS

In this study, the research design employed is descriptive and causal research. According to Bougie and Sekaran (2019, 56-57) descriptive research is a method used to explain the characteristics or facts related to a population that is the object of the study, while causal research is used to test whether one variable influences change in another variable. This research design is utilized to determine the effect of supervisor support and self-efficacy on employee performance through office de-clutter as a mediating variable.

The object of this research is PT XYZ, a company engaged in offshore oil and natural gas exploration and production, managing the Offshore South East Sumatera working area. In its operational activities, PT XYZ still relies on oil and natural gas production, which falls under the responsibility of the Production & Operation division.

According to Sugiyono (2024, 126) a population can be defined as a generalization area consisting of objects or subjects with specific characteristics and qualities, deliberately determined

by researchers to be studied and from which conclusions are drawn. In line with this, the target population in this study comprises all employees in the Production & Operation division, totaling 79 employees. According to Bougie and Sekaran (2019, 223) a sample is a small subset of the population carefully selected to represent the characteristics of the entire population. The sampling technique used in this study is non-probability sampling, specifically saturated sampling (census). According to Sugiyono (2024, 131-133) non-probability sampling is a method where every element of the population does not have an equal chance or opportunity to be selected as a sample, while saturated sampling refers to a condition where adding sample elements no longer provides added value to the level of representativeness or the quality of information obtained. Therefore, this study draws a sample size equal to the total population, which is 79 employees.

In this study, a Likert scale is used as the measurement scale to measure the variables. A Likert scale is used to measure the attitudes, opinions, and perceptions of individuals or groups regarding a specific social phenomenon (Sugiyono 2024, 146). The Likert scale utilized in this research is a 1-5 points scale.

## RESULTS AND INTERPRETATION

Based on the data obtained through the Google Form, the respondent profile in this study consists of gender, education level, age, length of service, status, and position or job title.

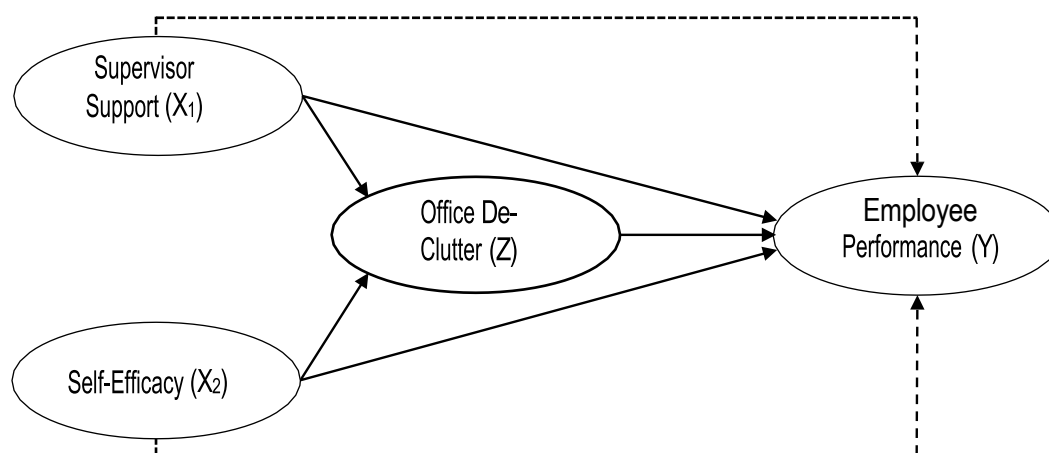
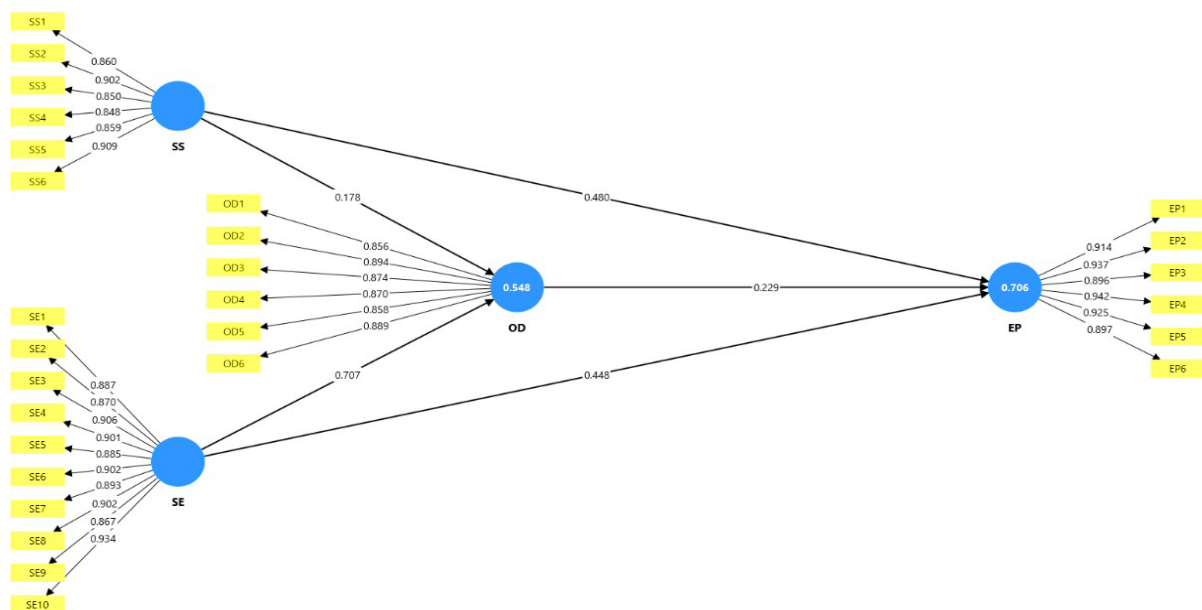


Figure 1. Research Model

**Table 6. Respondent Characteristics**

Characteristic	Category	Frequency
<b>Gender</b>	Male	73
	Female	6
<b>Education</b>	High School or Equivalent	1
	Diploma	27
	Bachelor's Degree	46
	Postgraduate Degree	5
<b>Age</b>	< 25 Years	2
	25 -35 Years	48
	36-45 Years	27
	46-50 Years	1
	> 50 Years	1
<b>Tenure</b>	< 1 Years	2
	1-3 Years	49
	4-6 Years	24
	> 6 Years	4
<b>Employment Status</b>	Permanent Employee	48
	Contract Employee	31
<b>Position</b>	Manager	2
	Superintendent/Assistant Manager	3
	Supervisor	10
	Analyst/Engineer/Officer	44
	Operator/Technician	20

Source: SmartPLS 4.0 Data Processing Results



**Figure 2. SmartPLS 4.0 Measurement Model**

**Table 7. Convergent Validity**

Variable	Indicator	Item	Outer Loading	AVE	
Supervisor Support (X <sub>1</sub> )	Emotional Support	My supervisor is proud of my work achievements.	0,860	0,844	
		My supervisor tries to make my job as interesting as possible.	0,902		
	Instrumental Support	My supervisor helps me in completing my work.	0,850		
		My supervisor is willing to provide assistance for me to carry out my work.	0,848		
		My supervisor helps me in crisis situations.	0,859		
		My supervisor helps me with difficult tasks.	0,909		
Self-Efficacy (X <sub>2</sub> )	Overcoming Task Difficulties	I can successfully complete all tasks required in my job.	0,887	0,763	
		My performance never declines due to my capabilities.	0,870		
		I possess all the skills needed to perform this job excellently.	0,906		
			I am an expert in my job.		0,901
	Self-Confidence	I am confident in my ability to perform this job.	0,885		
		My future is limitless in this job.	0,902		
		I am very proud of my skills and abilities in this job.	0,893		
		No one can do this job better than me.	0,902		
	Task Execution Strength	I never doubt my ability to complete my work.	0,902		
		I do not feel threatened when others observe me working.	0,867		
Office De-Clutter (Z)	Sorting Items	I have to move items around to complete tasks in my office.	0,856	0,801	
	Organizing Items	I can use the space in my office as I desire.	0,894		
		I can easily find items when I need them.	0,874		
	Area Cleaning	I do not feel overwhelmed by the clutter in my office.	0,870		
		I am not worried about the amounts of cluttered items in my office environment.	0,858		
Habitual Discipline	I do not neglect tasks that need to be completed.	0,889			
Employee Performance (Y)	Efficiency of the Work	I possess the professional skills, professionalism, and technical knowledge required to perform my job efficiently.	0,914	0,760	
		I perform my tasks in accordance with established policies and procedures.	0,937		
	Planning the Work	I plan my work before starting its execution, which helps in setting the goals that need to be achieved.	0,896		
		I have the ability to plan my work and complete it according to the planned schedule.	0,942		
	Making Effort	I feel a sense of dedication, seriousness, and the ability to bear responsibility.	0,925		
		I am satisfied with the work I do in the company.	0,897		

**Source:** Saleem et al. (2022) and SmartPLS 4.0 Data Processing Results

As indicated in Table 6, the respondent demographic for this study is predominantly male (73 individuals). Educationally, the largest segment of the sample holds a Bachelor's degree (46 individuals). Moreover, the most common age bracket is 25-35 years (48 individuals), with most respondents having 1 to 3 years of service (49 individuals). In terms of employment status and job title, the majority of participants are permanent employees (48 individuals) at the Analyst/Engineer/Officer level (44 individuals). Overall, the respondent profile is characterized by highly

educated young professionals serving in functional or operational staff capacities.

Based on Table 7, each construct has fulfilled the requirements for convergent validity. This is evidenced by the loading factor values of each construct, which must be > 0.70 to be considered valid. Furthermore, the Average Variance Extracted (AVE) value must be > 0.50 (Ghozali 2021, 29). The table demonstrates that every variable possesses an AVE value greater than 0.50, indicating that all variables have met the specified criteria.

Table 8. Cross Loading

Variable	SS	SE	OD	EP
SS1	<b>0,860</b>	0,099	0,137	0,459
SS2	<b>0,902</b>	0,030	0,190	0,518
SS3	<b>0,850</b>	0,010	0,132	0,480
SS4	<b>0,848</b>	-0,003	0,173	0,404
SS5	<b>0,859</b>	0,074	0,253	0,476
SS6	<b>0,909</b>	0,100	0,255	0,560
SE1	0,015	<b>0,887</b>	0,603	0,564
SE2	0,027	<b>0,870</b>	0,661	0,569
SE3	0,071	<b>0,906</b>	0,681	0,586
SE4	0,035	<b>0,901</b>	0,626	0,534
SE5	0,007	<b>0,885</b>	0,596	0,571
SE6	0,088	<b>0,902</b>	0,624	0,537
SE7	0,161	<b>0,893</b>	0,688	0,687
SE8	0,052	<b>0,902</b>	0,675	0,545
SE9	0,025	<b>0,867</b>	0,612	0,558
SE10	0,056	<b>0,934</b>	0,650	0,579
OD1	0,166	0,582	<b>0,856</b>	0,503
OD2	0,159	0,650	<b>0,894</b>	0,548
OD3	0,165	0,614	<b>0,874</b>	0,603
OD4	0,264	0,619	<b>0,870</b>	0,592
OD5	0,212	0,623	<b>0,858</b>	0,556
OD6	0,195	0,671	<b>0,889</b>	0,633
EP1	0,553	0,585	0,637	<b>0,914</b>
EP2	0,513	0,574	0,576	<b>0,937</b>
EP3	0,556	0,544	0,553	<b>0,896</b>
EP4	0,520	0,599	0,617	<b>0,942</b>
EP5	0,432	0,657	0,627	<b>0,925</b>
EP6	0,502	0,581	0,611	<b>0,897</b>

Source: SmartPLS 4.0 Data Processing Results

**Table 9. Fornell Larcker Criterion**

Variable	SS	SE	OD	EP
Supervisor Support ( $X_1$ )	<b>0,919</b>			
Self-Efficacy ( $X_2$ )	0,658	<b>0,873</b>		
Office De-Clutter (Z)	0,643	0,718	<b>0,895</b>	
Employee Performance (Y)	0,558	0,222	0,062	<b>0,872</b>

Source: SmartPLS 4.0 Data Processing Results

**Table 10. Cronbach's Alpha and Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability ( $\rho_a$ )	Composite Reliability ( $\rho_c$ )
Supervisor Support ( $X_1$ )	0,963	0,963	0,970
Self-Efficacy ( $X_2$ )	0,938	0,939	0,951
Office De-Clutter (Z)	0,972	0,973	0,976
Employee Performance (Y)	0,937	0,944	0,950

Source: SmartPLS 4.0 Data Processing Results

**Table 11. Variance Inflation Factor**

Variable	VIF
Supervisor Support ( $X_1$ ) → Employee Performance (Y)	1,074
Self-Efficacy ( $X_2$ ) → Employee Performance (Y)	2,110
Supervisor Support ( $X_1$ ) → Office De-Clutter (Z)	1,004
Self-Efficacy ( $X_2$ ) → Office De-Clutter (Z)	1,004
Office De-Clutter (Z) → Employee Performance (Y)	2,211

Source: SmartPLS 4.0 Data Processing Results

**Table 12. R-Square and Q-Square**

Variable	R-Square	Q <sup>2</sup> Predict
Office De-Clutter (Z)	0,706	0,519
Employee Performance (Y)	0,548	0,662

Source: SmartPLS 4.0 Data Processing Results

Table 8 shows that the cross-loading value for each variable is  $> 0.70$ , and the cross-loading value of each respective variable is greater than its cross-loading values with other variables. This indicates that the items have met the criteria for discriminant validity as measured by their cross-loading values.

As presented in Table 9, the Fornell Larcker Criterion demonstrates that the square root of the Average Variance Extracted (AVE) for each latent construct exceeds its highest correlation with any other construct in the model. Consequently, all variables are confirmed to possess adequate discriminant validity.

Table 10 shows that all variables have met the requisite conditions for reliability testing. The composite reliability value for each variable is  $> 0.70$ , indicating that they can be declared reliable.

Table 11 above shows that the correlation among all constructs has met the acceptable criteria, as the values are below 5 ( $VIF < 5$ ). This indicates that there is no multicollinearity issue within the research model, and the structural equation model is considered good.

Based on the data presented in Table 12, the coefficient of determination (R-Square) for the Office De-

Clutter (Z) variable is 0.706. This indicates that 70.6% of the variance in Office De-Clutter can be explained by the exogenous variables in this study, which is classified as a strong model. The remaining 29.4% is influenced by other factors not examined in this research. Meanwhile, the R-Square value for the Employee Performance (Y) variable is 0.548, or 54.8%. This value falls into the moderate category, meaning that 54.8% of the changes in Employee Performance are determined by the variables in this model, while the rest is affected by external variables.

Furthermore, the Q<sup>2</sup> (Q-Square) test was

conducted to assess the model's predictive relevance. The results indicate that the Q-Square values for both endogenous constructs comfortably meet the required criteria of being greater than zero (> 0). Specifically, the Q-Square value is 0.519 for the Office De-Clutter (Z) variable and 0.662 for the Employee Performance (Y) variable. These substantial figures demonstrate that the proposed research model possesses high predictive relevance, confirming that the model's exogenous variables are highly capable of predicting the endogenous variables accurately.

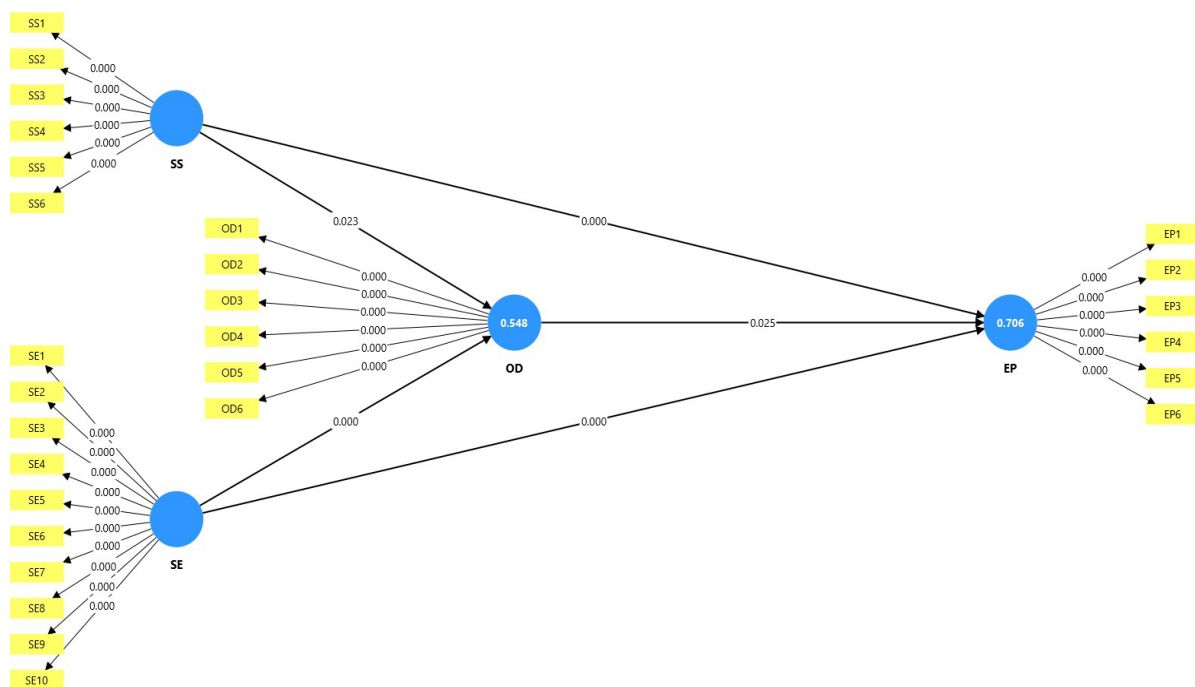


Figure 3. SmartPLS 4.0 Measurement Model

Table 13. T-Statistic and P-Value

Hypothesis	Construct	Original Sample (O)	T-statistics	P-values	Decision
H <sub>1</sub>	SS → EP	0,480	7,438	0,000	Accepted
H <sub>2</sub>	SE → EP	0,448	4,934	0,000	Accepted
H <sub>3</sub>	SS → OD	0,178	2,279	0,023	Accepted
H <sub>4</sub>	SE → OD	0,707	13,930	0,000	Accepted
H <sub>5</sub>	OD → EP	0,229	2,245	0,025	Accepted
H <sub>6</sub>	SS → OD → EP	0,041	1,515	0,130	Rejected
H <sub>7</sub>	SE → OD → EP	0,162	2,127	0,033	Accepted

Source: SmartPLS 4.0 Data Processing Results

Based on Table 13 above, the findings can be interpreted as follows:

H1: The T-statistic value (7.438) and P-value (0.000) indicate that there is an effect of Supervisor Support on Employee Performance.

H2: The T-statistic value (4.934) and P-value (0.000) indicate that there is an effect of Self Efficacy on Employee Performance.

H3: The T-statistic value (2.279) and P-value (0.023) indicate that there is an effect of Supervisor Support on Office De-Clutter.

H4: The T-statistic value (13.930) and P-value (0.000) indicate that there is an effect of Self Efficacy on Office De-Clutter.

H5: The T-statistic value (2.245) and P-value (0.025) indicate that there is an effect of Office De-Clutter on Employee Performance.

H6: The T-statistic value (1.515) and P-value (0.130) indicate that Office De-Clutter does not mediate the effect of Supervisor Support on Employee Performance.

H7: The T-statistic value (2.127) and P-value (0.033) indicate that Office De-Clutter mediates the effect of Self Efficacy on Employee Performance.

## CONCLUSION

1. Supervisor Support has an effect on Employee Performance. The results of this study are in line with the research conducted by Saleem et al. (2022).
2. Self-Efficacy has an effect on Employee Performance. The Result of this study are in line with the research conducted by Saleem et al. (2022).
3. Supervisor Support has an effect on Office De-Clutter. The results of this study are in line with the research conducted by Saleem et al. (2022).
4. Self- Efficacy has an effect on Office De-Clutter. The results of this study are in line with the research conducted by Saleem et al. (2022).
5. Office De-Clutter has an effect on Employee Performance. The results of this study are in line with the research conducted by Saleem et al. (2022).
6. There is no effect of Supervisor Support on Employee Performance mediated by Office De-Clutter. The results of this study are not in line with the research conducted by Saleem et al. (2022).
7. There is an effect of Self Efficacy on Employee

Performance mediated by Office De-Clutter. The results of this study are in line with the research conducted by Saleem et al. (2022).

## Research Limitations

The researcher realizes that the conducted study still has various limitations, meaning the obtained results are not yet fully optimal. The limitations of this study include:

1. Securing internal or highly confidential data from PT. XYZ proved challenging. As a result, specific data points were omitted from this study due to either restricted access or limited data availability on the company's end.
2. The scope of this investigation is limited to examining only two independent variables: Supervisor Support ( $X_1$ ) and Self Efficacy ( $X_2$ ). Consequently, various other potential determinants that could impact Employee Performance remain unaddressed.
3. The research does not cover the entire workforce of PT. XYZ, focusing solely on personnel within the Production & Operation division. Because the study relies on a constrained sample size of 79 individuals, the generalizability of the research outcomes is limited.

## Recommendations Theoretical

1. It is recommended that future research incorporate additional independent variables that may impact Employee Performance to provide a more comprehensive understanding of its determining factors.
2. Future studies should broaden the research scope and sample size beyond the Production & Operation division to include other departments within PT XYZ or even different organizations, thereby enhancing the generalizability of the results.
3. Given the scarcity of literature on the Office De-Clutter variable, subsequent research should expand the investigation into its function as either an independent or mediating variable influencing Employee Performance.

## Practical

1. The company can optimize the role of supervisors through Coaching and Mentoring,

- where it must ensure that supervisor function not merely as overseers, but also as coaches and mentors who provide advice, counseling, and guidance for employees' long-term career development. This aligns with the theory proposed by Dessler (2023, 353).
2. The company can enhance employee Self-Efficacy through several methods: providing employees with direct experience in performing tasks, allowing them to learn by observing others, offering encouragement and the belief that they are capable of completing the work, and building positive energy or enthusiasm so they feel more confident when facing tasks. This corresponds to the theory presented by Robins and Judge (2023, 254).
  3. The company can implement Office De-Clutter by removing and discarding unnecessary items from the workspace and designating specific locations for every required tool or document. Furthermore, routine cleaning must be conducted, such as cleaning equipment and desk surfaces, shelves and storage areas, and trash bins, as well as sweeping and mopping the workspace floors. The company can also establish visual standards, such as marking work and storage areas, to ensure a more organized workspace layout and support the program's sustainability in accordance with the corporate work culture. This is consistent with the theory put forward by Ortiz (2016, 49).

## REFERENCES

- Agustin, Dewani, Anak Agung Dwi Widyani, and Ni Made Satya Utami. 2022. "The Effect of Self Efficacy on Employee Performance through Organizational Commitments as Intervening Variables in CV. Era Dua Ribu Bangli." *VALUES* 2 (3).
- Alvianita, Raysa Hanik, Netania Emilisa, and Tiarapuspa. 2023. "Pengaruh Supervisor Support Terhadap Employee Performance Dengan Organizational Identification Dan Office De-Clutter Sebagai Variabel Intervening Pada Karyawan Gen-Z Perusahaan Bidang Jasa Di Jakarta." *Jurnal Ekonomi Trisakti* 3 (2): 2175–84. <https://doi.org/10.25105/jet.v3i2.16888>.
- Amanda, Gilang Tri, and Muhammad Ekhsan. 2018. "The Effect of Supervisor Support and Teamwork on Employee Performance Mediated by Job Satisfaction." *Jurnal Manajemen* 17 (02).
- Andria, Ricko, and Yateno Yateno. 2021. "Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Pada PT.Perkebunan GGF/GGPC 02 Lampung Timur." *Jurnal Manajemen DIVERSIFIKASI* 1 (4): 914–20. <https://doi.org/10.24127/diversifikasi.v1i4.981>.
- Ardiani, Firda, and Olievia Prabandini Mulyana. 2018. "Hubungan Antara Efikasi Diri Dengan Kepuasan Kerja Pada Karyawan Bank Pembiayaan Rakyat Syariah." *Jurnal Penelitian Psikologi* 05.
- Armstrong, Michael, and Stephen Taylor. 2023. *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*. 16th ed. Kogan Page.
- Bak, HyeonUk. 2020. "Supervisor Feedback and Innovative Work Behavior: The Mediating Roles of Trust in Supervisor and Affective Commitment." *Frontiers in Psychology* 11 (September): 559160. <https://doi.org/10.3389/fpsyg.2020.559160>.
- Bougie, Roger, and Uma Sekaran. n.d. *Research Methods for Business: A Skill Building Approach*. John Wiley & Sons, Inc.
- Daft, Richard L. 2018. *Management*. 13th ed. Cengage Learning Pte Ltd.
- Dessler, Gary. 2023. *Human Resource Management*. 16th ed. Pearson.
- Ferrari, Joseph R., Helena L. Swanson, and Devki A. Patel. 2021. "The Impact of Office Clutter on Remote Working: 'I Can't Work with All This Stuff!'"
- Gandung, Muhammad, Denok Sunarsi, and Suwanto. 2024. "Pengaruh Lingkungan Kerja Fisik Dan Stres Kerja Terhadap Kinerja Karyawan PT. Trans Retail Indonesia (Carrefour) Cabang Ciputat." Preprint, Zenodo, July 31. <https://doi.org/10.5281/ZENODO.13141056>.

- Ghozali, Imam. 2021. *Structural Equation Modeling Dengan Metode Alternatif Partial Least Squares [PLS] Dilengkapi Software Smartpls 3.2.9, XLstat 2014, Warppls 7.0, PLSGraph 3.0, VPLS Dan PLS GUI*. Badan Penerbit Universitas Diponegoro.
- Gunawan, Edy, Djaali Djaali, and I. Ketut R. Sudiardhita. 2017. "The Effect Of Empowerment, Self-Efficacy And Job Satisfaction On Job Performance Of Employees In The Ministry Of Finance's Procurement Entities." *IJHCM (International Journal of Human Capital Management)* 1 (01): 44–55. <https://doi.org/10.21009/IJHCM.011.05>.
- Gunawan, Reihan Nisha, Nisa'ul Mardhiyah, Sabrina Khairunisa, and Erni Agustina Setiowati. 2024. "Declutter Challenge: Decluttering as a Method to Decrease the Tendency of Hoarding in Teenagers." In *Proceedings of the 2nd Lawang Sewu International Symposium on Humanities and Social Sciences 2023 (LEWIS HUSO 2023)*, edited by Eko Yuliyanto, Testiana Deni Wijayatningsih, Heri Dwi Santoso, and Budi Tri Santosa, vol. 850. *Advances in Social Science, Education and Humanities Research*. Atlantis Press SARL. [https://doi.org/10.2991/978-2-38476-267-5\\_24](https://doi.org/10.2991/978-2-38476-267-5_24).
- Hadi, Prasetyo. 2023. "The Influence of Self-Efficacy on Employee Performance Mediated by Work Motivation and Work Engagement." *International Journal of Research in Business and Social Science (2147-4478)* 12 (2): 653–61. <https://doi.org/10.20525/ijrbs.v12i2.2465>.
- Hoke, Steward V., Benhard Tewel, and Jacky S. B. Sumaraw. 2018. "Pengaruh Kompetensi, Komitmen Organisasi Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt.Marga Dwitaguna Manado Sulawesi Utara." *Jurnal EMBA* 6 (1): 1–10.
- Iqbal, Muhammad, and Wasisto Ruswidiono. 2023. "Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Pt Xyz Cikarang." *E-Jurnal Manajemen Trisakti School of Management (TSM)* 3 (4): 253–62. <https://doi.org/10.34208/ejmtsm.v3i4.2277>.
- Malik, Muhammad Imran, Shabir Hyder, Saddam Hussain, Niaz Muhammad, Muhammad Sabir, and Farida Saleem. 2024. "Work Stress, Office Clutter and Employees' Performance during COVID-19 Waves." *Journal of Organizational Effectiveness: People and Performance* 11 (1): 35–49. <https://doi.org/10.1108/JOEPP-02-2022-0030>.
- Mappamiring, Muhammad AKOB, and Aditya Halim Perdana Kusuma PUTRA. 2020. "What Millennial Workers Want? Turnover or Intention to Stay in Company." *The Journal of Asian Finance, Economics and Business* 7 (5): 237–48. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO5.237>.
- Na-Nan, Khahan, and Ekkasit Sanamthong. 2019. "Self-Efficacy and Employee Job Performance: Mediating Effects of Perceived Workplace Support, Motivation to Transfer and Transfer of Training." *International Journal of Quality & Reliability Management* 37 (1): 1–17. <https://doi.org/10.1108/IJQRM-01-2019-0013>.
- Nugraha, Desta, and Alfato Yusnar Kharismasyah. 2024. "Perceived Organizational Support as Mediation of Work Engagement and Self-Efficacy on Employee Performance." *Asian Journal of Economics, Business and Accounting* 24 (2): 136–49. <https://doi.org/10.9734/ajeba/2024/v24i21230>.
- Nusannas, Iman Sidik, Tjutju Yuniarsih, Janah Sojanah, Dhyah Mutmainnah, and Salman Imbari. 2020. "The Effect of Self-Efficacy and Employee Engagement on Employee Performance in Mediation by Digital Literation." *Jurnal Manajemen* 11 (1).
- Ohemeng, Frank L. K., Emelia Amoako-Asiedu, and Theresa Obuobisa Darko. 2018. "The Relationship between Leadership Style and Employee Performance: An Exploratory Study of the Ghanaian Public Service." *International Journal of Public Leadership* 14 (4): 274–96. <https://doi.org/10.1108/IJPL-06-2017-0025>.

- Ortiz, Chris A. 2016. *The 5S Playbook: A Step-by-Step Guideline for the Lean Practitioner*. Productivity Press. <https://doi.org/10.1201/b18843>.
- Puspitasari, Aulia Yanda, and Setia Tjahyanti. 2024. "Peran Mediasi Kepuasan Kerja Terhadap Kompensasi, Lingkungan Kerja, Dan Kinerja Karyawan." *Jurnal Ilmiah Manajemen* 4 (2).
- Robins, Stephen P., and Timothy A. Judge. 2023. *Organizational Behavior*. Pearson Education.
- Saleem, Farida, Muhammad Imran Malik, and Awais Qasim. 2022. "Supervisor Support, Self-Efficacy, and Employee Performance: The Mediating Role of Office De-Clutter." *Administrative Sciences* 12 (4): 177. <https://doi.org/10.3390/admsci12040177>.
- Silalahi, Engelbertha Evrantine, Ahmad Zubir Ibrahim, and Fransiskus Xaverius Lara Aba. 2025. "Efek Moderasi Sumber Daya Manusia terhadap Hubungan Dokumen Perencanaan, Lingkungan Birokrasi, dan Uang Persediaan dengan Penyerapan Anggaran Daerah Khusus Ibu Kota Jakarta."
- Soelistya, Djoko, and Tri Cicik Wijayanti. 2022. "The Mediating Role of the Work Environment Between Work Life Balance and Work Supervision in Improving Employee Performance." *Journal of Positive School Psychology* 6 (5): 2402–17.
- Statistik Minyak Dan Gas Bumi 2023. n.d.
- Subiakto, Dhea Cecillia Loveanty, and Surahman Pujiyanto. 2023. "Pengaruh Disiplin Kerja, Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Kerjasama Pt. Medco Energi Dengan PT. XYZ." *Jurnal Manajemen* 3 (2).
- Sugiyono, Sugiyono. 2024. *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. ALFABETA, cv.
- Sutanti, Yunita Caroline, and Nurti Widayati. 2022. "Pengaruh Efikasi Diri, Motivasi Kerja, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan." *E-Jurnal Manajemen Trisakti School of Management (TSM)* 2 (2).
- Tjahyanti, Setia, Retno Indriyati, Loso Judijanto, Budi Harto, Mukti Wiyanto, and Nurwanti. 2026. *MANAJEMEN SUMBER DAYA MANUSIA 5.0 (Inovasi Dan Transformasi Digital Dalam Pengelolaan Tenaga Kerja)*. Penerbit Buku Sonpedia.
- Yang, Weiguo, Qi Hao, and Hongfeng Song. 2020. "Linking Supervisor Support to Innovation Implementation Behavior via Commitment: The Moderating Role of Coworker Support." *Journal of Managerial Psychology* 35 (3): 129–41. <https://doi.org/10.1108/JMP-04-2018-0171>.
- Yuliasih, Muzayyanah, Umi Eliawati, Suniati, et al. 2025. *Manajemen Kepemimpinan*. Penerbit Buku Sonpedia.

*halaman ini sengaja dikosongkan*