

The Influence Of Employee Engagement And Quality Of Work Life On Employee Performance Through Job Satisfaction As An Intervening Variable In Inspectorate Of Labuhanbatu District.

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ABSTRACT

This research aims to determine whether Employee Engagement and Quality of Work Life influence performance through Job Satisfaction as an intervening variable for North Labuhanbatu Regency Inspectorate employees. The research was conducted on permanent employees (PNS) at the North Labuhanbatu Regency Inspectorate. The population in this study was 36 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 36 people. The data collection technique used is primary data in the form of a questionnaire, and secondary data was obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t-test, Sobel test, and path analysis. The results obtained in this research show 1) there is a positive and significant influence between Employee Engagement on Job Satisfaction, 2) there is a positive and significant influence between Quality of Work Life on Job Satisfaction, 3) there is a positive and significant influence between the Employee Engagement variable on Performance, 4) there is a positive and significant influence between Quality of Work Life on Performance, 5) there is a positive and significant influence between Job Satisfaction on Performance, 6) There is an influence between Employee Engagement on Performance through Job Satisfaction as an intervening variable, 7) There is an influence between Quality of Work Life on Performance through Job Satisfaction as an intervening variable.

Keywords : *Employee Engagement, Job Satisfaction, Performance, and Quality of Work Life.*

INTRODUCTION

The success of a government agency cannot be separated from the improvement of superior and quality human resources that must always be managed and emphasized by the agency to achieve the expected performance. Achieving human resource management goals shows how an agency should carry out, obtain, develop, foster, evaluate, and prosper employees. Sinamo (2011: 55) states that *Employee Engagement* is a set of positive work behaviors rooted in thick cooperation and fundamental beliefs, accompanied by a total commitment to an integral work paradigm. *Employee Engagement* is the totality of his personality and how he expresses, views, believes, and gives meaning to something, encouraging him to act and achieve optimal charity. At this time, the quality of work life is a significant issue that deserves attention. The quality of work life also fosters employees' desire to stay in an organization or company. This happens because of the employee comfort that the company has built. Employees can be assessed as showing good performance due to the company's treatment of them. Good performance can be seen as a condition that is highly expected. Job satisfaction is also one of the factors that can affect the improvement of an employee's performance. Sedarmayanti (2001) states that adequate job satisfaction will spur enthusiasm and creativity at work, thus showing good performance. According to Wirawan (2013), people's positive or negative feelings and attitudes toward their work affect their influence on themselves and the organization. If people are satisfied with their work, they like it and are motivated to carry out their work, and their performance is high. Achmad Fathur Asari, Quality of Work Life (QWL) is a philosophy and a set of principles that states that people are the most critical resource in the organization because they are trustworthy, responsible, and capable of making valuable contributions. They should be treated with dignity and respect.

LITERATURE REVIEW

Performance is the result of work achieved by a person or group that is adjusted to the work targets set in a certain period of time and can also be measured in quality and quantity. Performance indicators are tools to measure the extent of employee achievement; there are several indicators for employee performance, namely, quality, quantity, timeliness, effectiveness, and independence. Then, employee engagement is

employee involvement and attachment to their duties and work, which is done with a positive attitude and considering it not a burden so that it can be completed with care, dedication, and responsibility. Employee engagement has several indicators: strength, dedication, and absorption. Then, Quality of work life means a form of organizational concern to improve working conditions, increase organizational effectiveness, and meet employee needs by developing effective practices in the form of opportunities to provide advice and participate in making decisions. The quality of work life can be measured through several indicators, namely, appropriate and fair compensation, a safe and healthy work environment, opportunities to use and develop workers' abilities, social interaction at work, and employee rights in the office. Job satisfaction is concluded as an employee's attitude towards work related to the work situation, which is described by feelings of pleasure or displeasure and satisfaction or dissatisfaction; the sense of satisfaction or not with his job depends on the suitability between his work and what he gets as a reward. Job satisfaction also has several indicators: satisfaction with the job itself, satisfaction with payment, satisfaction with promotion, satisfaction with supervision, and satisfaction with coworkers.

The effect of employee engagement on job satisfaction, based on research conducted by Trinovela Simanjuntak and Vera Sylvia Saragi Sitio (2021) with the title *The Effect of Knowledge Sharing and Employee Engagement on Employee Job Satisfaction of Narma Toserba, Narogong Bogor*, obtained the following research results which show that knowledge sharing partially has a positive and significant effect on job satisfaction with a contribution of $0.234 = 23.4\%$ or $t \text{ count } 2.070 > t \text{ table } 1.985$ and $\text{sig } 0.041 < 0.05$. Employee engagement partially has a positive and significant effect on job satisfaction with a contribution of $0.232 = 23.2\%$ or $t \text{ count } 2.207 > t \text{ table } 1.985$ and $\text{sig } 0.030 < 0.05$. Based on research conducted by Inelsa Putri Wau (2022) with the title *Effect of Quality of Work Life, Work Motivation and Organizational Commitment on Job Satisfaction of Nurses of Tebet Soepomo Regional General Hospital, South Jakarta*, the results showed that the *Quality of Work Life* variable affects job satisfaction, the work motivation variable affects job satisfaction and the commitment variable affects job satisfaction. Simultaneously, the variables of *Quality of Work Life*, Work Motivation, and Organizational Commitment affect job satisfaction.

Based on research conducted by Andrian Noviardy and Sabeli Aliya (2020) with the title *The Effect of Employee Engagement and Organizational Commitment on*

Employee Performance in the Field of Oil Palm Plantations (Empirical Study at PT. Suryabumi Agrolanggeng, South Sumatra) obtained results based on the partial significance test (t-test) showing that: Employee Engagement has a significant value of 0.001. Employee Engagement has a substantial value of 0.000. Thus, it means that Employee Engagement and organizational commitment partially have a significant effect on employee performance. The simultaneous significance test (F test) shows an important value of 0.000.

METHODS

This research approach uses qualitative research methods that are associative in nature. An associative approach is an approach to finding out whether there is a relationship or influence between the two variables (independent variable and dependent variable). In this study, the independent variable X1 is Employee Engagement, X2 is Quality of Work Life, Z is Job Satisfaction, and the dependent variable Y is Performance.

RESULTS

Validity Test

Table 1. Validity Test Results

Variables	Indicator	Questionnaire	r-count	Sig	Results
Performance (Y)	1	Y1	0.416	0.012	Valid
	2	Y2	0.663	0.000	Valid
	3	Y3	0.450	0.014	Valid
	4	Y4	0.408	0.023	Valid
	5	Y5	0.448	0.014	Valid
<i>Employee Engagement (X)₁</i>	1	X1.1	0.660	0.000	Valid
	2	X1.2	0.530	0.001	Valid
	3	X1.3	0.585	0.000	Valid
<i>Quality of Work Life (X)₂</i>	1	X2.1	0.421	0.015	Valid
	2	X2.2	0.336	0.045	Valid

	3	X2.3	0.409	0.013	Valid
	4	X2.4	0.369	0.027	Valid
	5	X2.5	0.555	0.000	Valid
Job Satisfaction (Z)	1	Z1	0.594	0.000	Valid
	2	Z2	0.479	0.010	Valid
	3	Z3	0.374	0.024	Valid
	4	Z4	0.672	0.000	Valid
	5	Z5	0.505	0.002	Valid

Source: Primary Data Processed, 2024

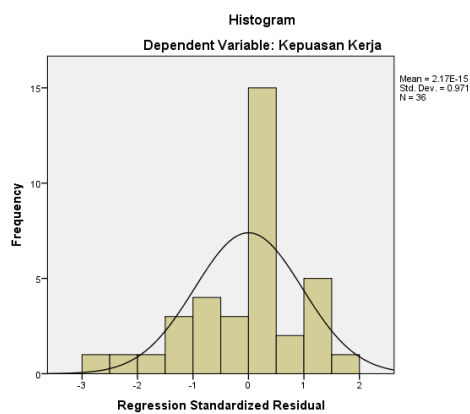
Reliability Test

Table 2. Reliability Test Results

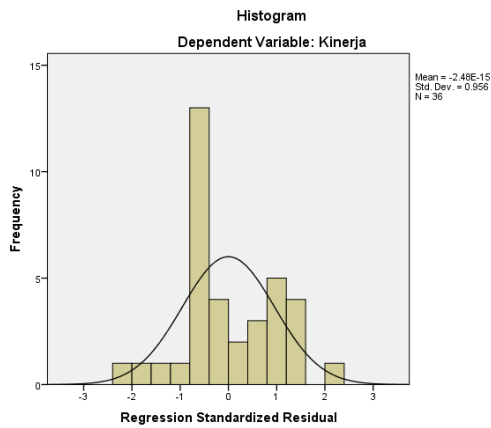
Research Variables	Conbrach's Alpha	Results
Performance (Y)	0,678	Reliable
<i>Employee Engagement (X)₁</i>	0,768	Reliable
<i>Quality of Work Life (X)₂</i>	0,824	Reliable
Job Satisfaction (Z)	0,720	Reliable

Source: Primary Data Processed, 2024

Normality Test



The results of the normality test for sub-I



Normality test of sub-model II

Multicollinearity Test

Table 3. Multicollinearity Test Table Sub Model I

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	16.027	1.412		11.348	.000		
Employee Engagement	.134	.074	.263	2.825	.047	.963	1.039
Quality of Work Life	.268	.067	.576	4.002	.000	.963	1.039

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2024

Table 20. Multicollinearity Test Results Sub Model II

Coefficients^a

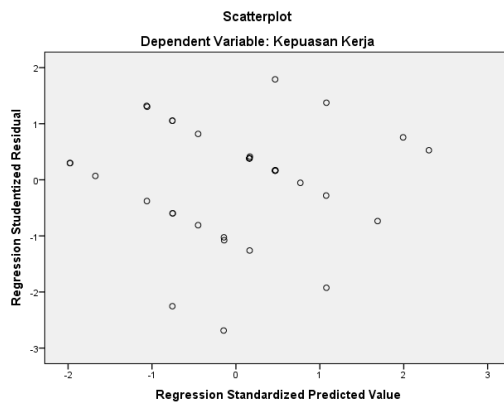
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics
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	B	Std. Error	Beta			Tolerance	VIF
(Constant)	11.415	.819		13.942	.000		
Employee Engagement	.042	.020	.231	2.074	.021	.874	1.144
Quality of Work Life	.063	.021	.260	2.972	.006	.648	1.543
Job Satisfaction	.392	.046	.745	8.589	.000	.658	1.520

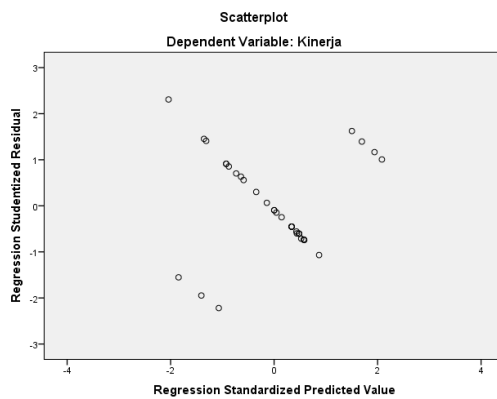
a. Dependent Variable: Performance

Source: Primary Data Processed, 2024

Heteroscedasticity Test



Heteroscedasticity Test Results Sub-Model I



Heteroscedasticity Test Results Sub Model II

Hypothesis Test

Table 4: Sub Model I t-test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.027	1.412		11.348	.000
Employee Engagement	.134	.074	.263	2.825	.047
Quality of Work Life	.268	.067	.320	4.002	.000

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2024

Sub Model II t Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.415	.819		13.942	.000
Employee Engagement	.042	.020	.231	2.074	.021
Quality of Work Life	.063	.021	.260	2.972	.006
Job Satisfaction	.392	.046	.745	8.589	.000

a. Dependent Variable: Performance

Source: Primary Data Processed, 2024

Descriptive Statistical Analysis

The number of respondents' answers starts from numbers 1 to 5 in each questionnaire statement from the research variables, namely Employee Engagement, Quality of Work Life, Job Satisfaction, and Performance, which is a description of the respondents' answers, namely employees of the Inspectorate of North Labuhanbatu Regency. Determination of the interval class applied to all variables of the lowest value of the scale is one, and the highest value of the scale is 5.

Results of Descriptive Statistical Analysis of Performance Variables

On average, the answers to each statement regarding the performance of North Labuhanbatu Regency Inspectorate employees are in the Good category. Respondents' explanations for the statement "I can complete tasks by relying on my best abilities by utilizing skills so that good results are obtained," where 10 people (27.8%) strongly agreed, 12 people (33.3%) agreed, and 14 people (38.9%) disagreed, with an average value of 4.11.

Results of Descriptive Statistical Analysis of Work Ethic Variables

On average, the answers to each statement regarding *Employee Engagement* of North Labuhanbatu Regency Inspectorate employees are in the Good category. Respondents' explanations for the statement "I have a high ability to adapt and try to solve any difficulties at work," where 21 people (58.3%) strongly agreed, 8 people (22.2%) agreed, and 7 people (19.4%) disagreed, with an average value of 3.61.

Results of Descriptive Statistical Analysis of *Quality of Work-Life* Variables

On average, the answers to each statement regarding the *Quality of Work Life* of North Labuhanbatu Regency Inspectorate employees are in the Good category. Respondents' explanations for the statement "I receive an award in the form of money or services by my workload", where 13 people (36.1%) strongly agreed, 15 people (41.7%) agreed, and 8 people (22.2%) disagreed, with an average value of 3.86.

Results of Descriptive Statistical Analysis of Job Satisfaction Variables

On average, the answers to each statement regarding Job Satisfaction of North Labuhanbatu Regency Inspectorate employees are in the Good category. Respondents'

explanations for the statement "I feel that work is interesting because it can provide opportunities to learn and accept responsibility", where 12 people (33.3%) strongly agreed, 11 people (30.6%) agreed, and 13 people (36.1%) disagreed, with an average value of 4.03.

Sobel Test

Sobel Test Results

Variables	Unstandardized	Std. Error	Test statistic	Std. Error	P-Value
Employee Engagement on Job Satisfaction	0,134 (a)	0.074 (S) _a	1,971	0,029	0,045
Job Satisfaction to Performance	0,392 (b)	0.046 (S) _b			
Quality of Work Life on Job Satisfaction	0,268 (a)	0.067 (S) _a	3,620	0,029	0,000
Job Satisfaction to Performance	0,392 (b)	0.046 (S) _b			

Source: Data Processed with *Calculation for the Sobel Test*, 2024

DISCUSSION

Effect of Employee Engagement on Job Satisfaction

Based on the results of testing the first hypothesis, Employee Engagement has a significant effect on Job Satisfaction in the Labuhanbatu Regional Inspectorate. The Employee Engagement variable has a regression coefficient value of 0.134, indicating that if Employee Engagement increases by 100%, it will increase Job Satisfaction by 13.4%.

The Effect of Quality of Work Life on Job Satisfaction

Based on the results of testing the first hypothesis, it is known that Quality of Work Life significantly affects Job Satisfaction of the Labuhanbatu Regional Inspectorate. The Quality of Work Life variable positively and substantially affects Job Satisfaction at the Labuhanbatu Regional Inspectorate. The Quality of Work Life variable has a

regression coefficient value of 0.268, indicating that if the Quality of Work Life increases by 100%, it will increase Job Satisfaction by 26.8%.

Effect of *Employee Engagement* on Performance

Based on the results of testing the first hypothesis, Employee Engagement has a significant effect on the Performance of the Labuhanbatu Regional Inspectorate. The Employee Engagement variable has a regression coefficient value of 0.042, indicating that if Employee Engagement increases by 100%, performance will increase by 4.2%.

Effect of *Quality of Work Life* on Performance

Based on the results of testing the first hypothesis, it is known that Quality of Work Life significantly affects the Performance of the Labuhanbatu Regional Inspectorate. The Quality of Work Life variable has a regression coefficient value of 0.063, indicating that if it increases by 100%, it will increase Performance by 6.3%.

Effect of Job Satisfaction on Performance

Based on the results of testing the first hypothesis, Job Satisfaction has a significant effect on the Performance of the Labuhanbatu Regional Inspectorate. The Job Satisfaction variable has a regression coefficient value of 0.392, indicating that if Job Satisfaction increases by 100%, performance will increase by 39.2%.

The Effect of *Employee Engagement* on Performance Through Job Satisfaction

Based on the results of the soil test calculation, it is known that the test statistic value is $1.971 > 1.96$ with a significance of $0.045 < 0.05$; it can be concluded that the Job Satisfaction variable can mediate the relationship between the effect of *Employee Engagement* and Performance. Thus, it can be said that the impact of employee engagement will be more significant in improving performance if done through job satisfaction.

The Effect of *Quality of Work Life* on Performance Through Job Satisfaction

Based on the results of the soil test calculation, it is known that the test statistic value is $3.620 > 1.96$ with a significance of $0.000 < 0.05$; it can be concluded that the Job Satisfaction variable can mediate the relationship between the effect of *Quality of*

Work Life on Performance. Thus, it can be said that the impact of quality of work life will be more significant in improving performance if done through job satisfaction.

CONCLUSION

Based on the results of research and discussion conducted by researchers regarding the effect of *Employee Engagement* and *Quality of Work Life* on employee performance at the Inspectorate of North Labuhanbatu Regency through Job Satisfaction as an intervening variable, the following conclusions can be drawn:

1. *Employee Engagement* affects Job Satisfaction at the Inspectorate of North Labuhanbatu Regency.
2. *Quality of Work Life* Affects Job Satisfaction at the Inspectorate of North Labuhanbatu Regency.
3. *Employee Engagement* affects performance at the Inspectorate of North Labuhanbatu Regency.
4. *Quality of Work Life* affects performance at the Inspectorate of North Labuhanbatu Regency.
5. Job Satisfaction affects Performance at the Inspectorate of North Labuhanbatu Regency.
6. *Employee Engagement* affects performance at the Inspectorate of North Labuhanbatu Regency through Job Satisfaction as an intervening variable.
7. *Quality of Work Life* affects performance at the Inspectorate of North Labuhanbatu Regency through Job Satisfaction as an intervening variable.

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