



**THE ROLE OF EMPLOYEE ENGAGEMENT IN MEDIATING THE EFFECTS
OF QUALITY OF WORK LIFE AND SELF-EFFICACY ON EMPLOYEE
PERFORMANCE****(A Study of Employees at the Salatiga City Regional Secretariat)**

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ABSTRACT

The employee population at the Salatiga City Regional Secretariat was 111, consisting of 104 ASN (State Civil Apparatus) and 7 P3K (Government Employee with Work Agreement). The sample was drawn using census sampling, resulting in 111 respondents. Primary data were collected using questionnaires, while data analysis was conducted using linear regression. Conclusion: QWL significantly positively impacts employee performance at the Salatiga City Regional Secretariat. Self-efficacy significantly and positively impacts employee performance at the Salatiga City Regional Secretariat. QWL significantly and positively impacts employee engagement at the Salatiga City Regional Secretariat. Self-efficacy has a significant positive effect on employee engagement at the Salatiga City Regional Secretariat. Employee engagement has a significant positive effect on the performance of the Salatiga City Regional Secretariat. Employee engagement mediates the QWL effect on the performance of the Salatiga City Regional Secretariat. Employee engagement mediates self-efficacy effect on the performance of the Salatiga City Regional Secretariat.

Keywords: Performance, QWL, Self-Efficacy, Employee Engagement



INTRODUCTION

Performance can be influenced by the quality of work life (QWL) (Asari, 2022). Quality of work life or QWL is the concept of an employee's happiness and well-being in carrying out a task/job (Waldan, 2017). QWL is still defined narrowly, where management techniques can include job enrichment, management efforts to maintain employee mental health, an approach to negotiating with labor unions, and harmonious industrial relations. QWL is a reflection of the attitude of a quality employee's life by viewing positive behavior, so that QWL can influence performance. Previous research on the effect of QWL on performance was conducted by Putra et al. (2021), Fathiyah et al. (2017), Alfani (2018), Riskawati et al. (2023), and Putri and Ardiana (2024). The results showed that QWL significantly impacted performance. In contrast, Azhari et al. (2022) and Hafizh and Hariastuti (2021) found that QWL did not significantly impact performance.

Another factor, self-efficacy, can influence performance (Kartika et al., 2018). According to Luthans (2019), self-efficacy is the belief in an employee's abilities, which aims to motivate employees and their actions in completing their work tasks. Self-efficacy can also be defined as the level of confidence each employee has in solving problems in all the work they do. Previous research on the influence of self-confidence/self-efficacy on performance by Kartika et al. (2018), Rossiandy and Indradewa (2023), and Syifa and Maharani (2022) found that self-confidence/self-efficacy had a significant positive effect on performance. This finding contrasts with Azhari et al.'s (2022) findings that self-confidence/self-efficacy had no significant effect on performance.

A research study on the role of employee engagement as a mediator between QWL and self-confidence/self-efficacy and performance was conducted on the work force/employees of the Salatiga City Regional Secretariat. The current phenomenon is that performance is not yet optimal. This achievement has become a driving factor for the Salatiga City Regional Secretariat to take action to improve organizational performance by increasing QWL, self-efficacy, and employee engagement. Based on this phenomenon and previous research findings, researchers will re-examine the role of employee engagement as a mediator between QWL and self-efficacy and employee performance at the Salatiga City Regional Secretariat.



LITERATURE REVIEW

ASN performance measurement/indicators, based on Regulation of the Head of the State Civil Service Agency Number 1 of 2013, define performance as the work achievements of civil servants in a regional apparatus organization based on: Employee Work Targets (SKP) and ASN work behavior, including: service orientation, integrity, commitment, discipline, and cooperation.

Employee engagement, also known as employee involvement, refers to the individual's enthusiasm, and satisfaction with their work. Employees naturally engage and express themselves cognitively, physically, and emotionally while working in their organization/agency. Employees who feel engaged with their organization will have a higher level of awareness of their work and efforts.

Asriani et al. (2023) identified four dimensions, further divided into several indicators for implementing quality of work life: growth and development, the possibility of developing abilities and opportunities to use existing skills or knowledge. Therefore, companies need to manage careers and develop them effectively to maintain employee productivity and encourage employees to consistently perform their jobs. Participation, the ability to directly or indirectly influence work by taking part in decisions that affect work. Employee participation can be assessed by observing how employees collaborate, participate in meetings, and improve team performance. Innovative compensation systems ensure that employees can meet their various needs in accordance with their standard of living and prevailing wage standards in the labor market. When employees perceive inadequate compensation, their work performance, motivation, job satisfaction, and productivity tend to decline. The work environment, namely the availability of a conducive work environment, includes determining working hours, regulations applicable to management, and the physical environment. Occupational health and safety factors are also included in the work environment indicators.

According to Lunenberg (2011), there are four indicators for measuring self-efficacy, namely: Several factors used as benchmarks in this indicator: Challenging tasks, training, and supportive leadership. Vicarious Experience. Several factors used as benchmarks in this indicator: Coworker success and company success. Verbal Persuasion. Several factors used as benchmarks in this indicator: Relationships between superiors and subordinates and the role of leaders. The physiological state (Emotional Cues) in this indicator, which can be used as a benchmark, is: Confidence in the ability to achieve goals and the desire to succeed in achieving goals.



RESEARCH METHOD

A population is all units or individuals within the scope of the research (Sugiyono, 2020). A population is the totality of all objects or individuals with specific, clear, and complete characteristics that will be studied. The objects to be studied within the population are called population elements or units of analysis, such as people, companies, media, and so on. The population in this study was 111 employees at the Salatiga City Regional Secretariat, consisting of 104 ASN employees and 7 P3K employees.

A sample is a portion or a representative of the population to be studied (Sugiyono, 2020). The sample in this study was employees at the Salatiga City Regional Secretariat. Sampling was conducted using a saturation or census sampling technique, which is a sampling technique that takes the entire population as a sample (Sugiyono, 2020), namely 111 employees, consisting of 104 ASN employees and 7 P3K employees.

RESULTS AND DISCUSSION

Validity Test Results

Table 1
Validity Test Results

Variable	Validity Test Criteria	
	KMO	Component Matrix
QWL	0,823	>0,4
Self-Efficacy	0,852	>0,4
Employee Engagement	0,916	>0,4
Employee Performance	0,859	>0,4

Source: Processed Data 2025

Table 1 shows that the KMO for QWL Self-Efficacy, Employee Engagement, and employee performance is greater than 0.5, thus concluding that sample adequacy is met. The component matrix values for QWL Self-Efficacy, Employee Engagement, and employee performance are greater than 0.4, thus concluding that all indicators are valid.

Reliability Test Results

Table 2.
Reliability Test Results

Variable	Reliability Test Criteria	
	Alpha Cronbach	Cut-off
QWL	0,956	>0,7



Self-Efficacy	0,967	>0,7
Employee Engagement	0,984	>0,7
Employee Performance	0,952	>0,7

Source: Processed Data 2025

Based on Table 3, it can be seen that the Cronbach's alpha for QWL Self-Efficacy, Employee Engagement, and employee performance is greater than 0.7. Thus, it can be concluded that all variables are reliable.

Multiple Linear Regression Analysis Results

Table 3. Multiple Regression Analysis Results

No	Variable Relationship	Regression Model Equation I						
		Model Test			Hypothesis Test			
		Adjusted R Square	F	Sig.	B	t	Sig.	Information
Model 1 $Y_1 = a + \beta_1 X_1 + \beta_2 X_2 + e$								
1	The Influence of QWL knowledge of Employee Engagement	0,248	19,094	0,000	0,415	5,014	0,000	H ₃ accepted
2	The Influence of Career Self-Efficacy on Employee Engagement				0,321	3,876	0,000	H ₄ accepted
No	Variable Relationship	Model Regresi Persamaan II						
		Model Test			Hypothesis Test			
		Adjusted R Square	F	Sig.	B	t	Sig.	Information
Model 2 $Y = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$								
1	The Influence of QWL on Employee Performance	0,298	16,575	0,000	0,261	2,938	0,004	H ₁ accepted
2	The Influence of Self-Efficacy on				0,176	2,062	0,042	H ₂ accepted



Employee Performance					
3	The Influence of Employee Engagement on Employee Performance				H ₅ accepted
		0,341	3,671	0,000	

Source: Processed primary data, 2025

Table 3 shows the test results for Model 1:

- a. The F-test results show a sig. $0.000 < 0.05$, indicating that this model is fit and suitable for further analysis.
- b. The coefficient of determination test results obtained an Adjusted R² value of 0.248, indicating that the QWL and Self-Efficacy variables explain 24.8% of the Employee Engagement variable, while the remaining 75.2% is explained by other variables outside the research model.
- c. H1: QWL has a positive effect on Employee Engagement
The sig. $0.000 < 0.05$ means that QWL has a positive effect on Employee Engagement. Therefore, H1 is accepted.
- d. H2: Self-Efficacy has a positive effect on Employee Engagement
The sig. $0.000 < 0.05$ means that Self-Efficacy has a positive effect on Employee Engagement. Therefore, H2 is accepted.

Table 3 shows the test results for Model II:

- a. The F-test results show a sig. $0.000 < 0.05$, indicating that this model is fit and suitable for further analysis.
- b. The coefficient of determination test results obtained an adjusted R² value of 0.298, indicating that the variables QWL, Self-Efficacy, and Employee Engagement can explain 29.8% of employee performance, while the remaining 70.2% is explained by other variables outside the research model.
- c. H3: QWL has a positive effect on employee performance.
The sig. $0.004 < 0.05$ indicates that QWL has a positive effect on employee performance. Therefore, H3 is accepted.
- d. H4: Self-Efficacy has a positive effect on employee performance. The sig. $0.042 < 0.05$ indicates that Self-Efficacy has a positive effect on employee performance. Therefore, H4 is accepted.
- e. H5: Employee Engagement has a positive effect on employee performance



The significance value is $0.000 < 0.05$, meaning Employee Engagement has a positive effect on employee performance. Therefore, H5 is accepted.

Sobel Test

Table 4
Mediation Test Using the Sobel Test

No	Mediation	Z count	Significant	Description
1	The effect of QWL on employee performance is mediated by Employee Engagement.	3,1961	0,0014	Mediation
2	The effect of Self-Efficacy on employee performance is mediated by Employee Engagement.	2,7481	0,0060	Mediation

Source: Processed primary data, 2025

1. The sixth hypothesis (H6): Employee engagement mediates the influence of Quality of Work Life on the performance of Salatiga City Regional Secretariat employees, accepted.
2. The seventh hypothesis (H7): Employee engagement mediates the influence of Self-efficacy on the performance of Salatiga City Regional Secretariat employees, accepted.

CONCLUSION

Quality of Work Life has a positive and significant effect on employee performance at the Salatiga City Regional Secretariat. Improved Quality of Work Life leads to improved employee performance. Self-efficacy has a positive and significant effect on employee performance at the Salatiga City Regional Secretariat. Higher self-efficacy leads to improved employee performance.

Quality of Work Life has a positive and significant effect on employee engagement at the Salatiga City Regional Secretariat. Improved Quality of Work Life leads to improved employee engagement. Self-efficacy has a positive and significant effect on employee engagement at the Salatiga City Regional Secretariat. Higher self-efficacy leads to improved employee engagement. Employee Engagement has a positive and significant effect on employee performance at the Salatiga City Regional Secretariat. Improved employee engagement can improve employee performance.



Employee engagement mediates the effect of Quality of Work Life on employee performance at the Salatiga City Regional Secretariat. In other words, Quality of Work Life is more effective through employee engagement than directly on employee performance. Employee engagement mediates the effect of self-efficacy on employee performance at the Salatiga City Regional Secretariat. In other words, self-efficacy is more effective through employee engagement than directly on employee performance.

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