

The Effect of Work Motivation and Quality of Work Life on the Performance of Employees of the Regional House of Representatives Secretariat in Penajam Paser Utara Regency

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Abstract. *This study aims to analyze the influence of work motivation and Quality of Work Life (QWL) on employee performance at the Secretariat of DPRD in Penajam Paser Utara Regency. The specific objectives of this research are: 1) to determine and analyze the effect of work motivation on employee performance, 2) to determine and analyze the effect of QWL on employee performance, and 3) to determine and analyze the simultaneous effect of work motivation and QWL on employee performance. The research was conducted at the Secretariat of DPRD in Penajam Paser Utara Regency, East Kalimantan, over a period of approximately 3 months from the submission of the research proposal. The total number of respondents involved in this study was 104 employees, who were selected as the sample. The data analysis method used is multiple linear regression analysis to test the effects of independent variables (work motivation and QWL) on the dependent variable (employee performance). Regression coefficient statistical tests are used to determine the significance of the effects of independent variables on the dependent variable. The results of the study indicate that: 1) Work motivation has a positive and significant effect on employee performance at the Secretariat of DPRD in Penajam Paser Utara Regency. This finding is consistent with the majority of previous studies, which show that work motivation plays a crucial role in enhancing productivity and service quality. 2) Quality of Work Life (QWL) also has a positive and significant effect on employee performance, where a comfortable and supportive work environment contributes to job satisfaction, reduces stress, and increases employee productivity. 3) Simultaneously, both work motivation and QWL have a significant effect on employee performance, with these two variables explaining a substantial portion of the variation in employee performance. These findings emphasize that both work motivation and QWL are essential in creating a supportive work environment that motivates employees to achieve optimal results.*

Keywords: Work Motivation, Quality of Work Life, Employee Performance

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INTRODUCTION

In recent years, government agencies have increasingly come to recognize the importance of their employees as vital assets in achieving organizational success. Employees are no longer viewed merely as resources but as individuals with unique needs, expectations, and motivations that must be nurtured to unlock their full potential. Particularly in government institutions, where the operational efficiency and the ability to meet legislative, administrative, and public service demands are critical, understanding and enhancing employee performance has become a key priority (Ruhyaningtias, 2013; Christensen et al., 2017; Berman et al., 2021; Herman, 2019). The Secretariat of the Regional House of Representatives (DPRD) in Penajam Paser Utara Regency

serves as an illustrative example, as its employees bear the heavy administrative responsibility of supporting legislative functions, a task that demands both efficiency and a high level of performance.

Mangkunegara & Prabu (2009) defines employee performance as the work outcomes achieved in alignment with job requirements, measured in terms of both quality and quantity. In the case of the DPRD Secretariat, the effectiveness of employees directly impacts the smooth functioning of legislative processes and public administration. Human resources within such government bodies are critical, not only as operational drivers but as contributors to the long-term sustainability of these organizations. The challenge lies in how government agencies, such as the DPRD Secretariat, can create an environment that motivates employees and enhances their quality of work life (QWL), thereby improving performance and contributing to organizational success (Oktafien et al., 2024; Aulia et al., 2024; Madiistriyatno, 2017).

Government employees, like those in the DPRD Secretariat, often face unique pressures, including high workloads and a rigid organizational structure (Wati, 2002). These challenges can lead to dissatisfaction and burnout if not addressed properly. For example, employees tasked with preparing legislative documents, assisting council members, or managing meetings may experience stress if there is a gap between their expectations for a conducive work environment and the reality of excessive workloads and insufficient support. This scenario makes it essential to examine two critical factors that directly influence employee performance: work motivation and the quality of work life.

Theories of motivation provide a valuable framework for understanding how to effectively manage and inspire employees in government settings. Maslow's Hierarchy of Needs is particularly relevant in understanding employee motivation at the DPRD Secretariat. According to Maslow, individuals are motivated to fulfill needs in a hierarchical order, starting with basic physiological needs and moving toward self-actualization. In the context of government employees, ensuring the fulfillment of basic needs such as job security, fair compensation, and workplace safety is fundamental. In many cases, these needs form the basis of employee expectations in government roles, where stability and security are often prioritized. When these basic needs are met, employees are more likely to move toward higher-order needs like recognition, personal growth, and self-actualization, which can significantly enhance their motivation and performance (Jayadi, 2023; Ardiyansyah & Evanthy, 2023).

Similarly, Herzberg's Two-Factor Theory offers further insights into the motivational landscape of the DPRD Secretariat. Herzberg distinguishes between hygiene factors such as salary, working conditions, and job security and motivators, such as recognition, responsibility, and achievement. In a government setting, it is often the absence of adequate hygiene factors (e.g., poor working conditions or excessive workloads) that leads to dissatisfaction, even if motivational factors like recognition are present. Employees at the DPRD Secretariat, for example, may become frustrated if they are not provided with adequate support, flexible work conditions, or fair compensation. This dissatisfaction can inhibit their overall performance, even if they are recognized for their achievements. Conversely, improving hygiene factors while also introducing motivators such as opportunities for career development or public recognition for outstanding work can create a more balanced and motivating work environment, directly improving employee performance.

McGregor's Theory X and Theory Y also holds significant relevance in understanding managerial attitudes toward employees in the government sector. Theory X assumes that employees are inherently unmotivated and require close supervision, while Theory Y posits that employees are self-motivated and thrive under conditions that allow for autonomy and responsibility. In the context of the DPRD Secretariat, if managers operate under Theory X assumptions, they may implement overly rigid controls and frequent oversight, potentially stifling creativity and motivation. In contrast, adopting a Theory Y approach where employees are entrusted with more responsibility and viewed as capable of self-management could foster a

more empowering environment. This empowerment is likely to lead to higher motivation and improved performance, particularly in a government setting where employees often handle complex administrative tasks that benefit from autonomy and decision-making freedom (Yang & Ok Choi, 2009).

McClelland's Achievement Motivation Theory adds another dimension by emphasizing the need for achievement, power, and affiliation as key drivers of motivation (Fernandez & Moldogaziev, 2015; García-Juan et al., 2019). Employees at the DPRD Secretariat may be motivated by different factors, such as the desire for career progression, gaining influence within the organization, or fostering strong social connections with colleagues. Understanding these varied motivational drivers can help managers tailor their strategies to align individual employee goals with organizational objectives. For example, providing opportunities for career advancement or leadership roles can satisfy employees driven by achievement or power, while promoting team-building activities might appeal to those motivated by affiliation and a sense of belonging (Abdullah et al., 2023; Carden & Callahan, 2007).

Beyond motivation, Quality of Work Life (QWL) is a critical factor in shaping employee performance. QWL refers to the overall quality of the work environment, encompassing everything from physical work conditions to the balance between work and personal life. For employees at the DPRD Secretariat, the quality of work life can be a key determinant of job satisfaction and overall well-being. As Cascio (2003) and Thakur & Sharma (2019) argue, creating a work environment that supports employee well-being not only enhances job satisfaction but also promotes organizational loyalty and increased productivity. In the DPRD Secretariat, efforts to improve QWL such as upgrading office facilities, offering flexible work schedules, and providing opportunities for professional development have had a demonstrable positive effect on employee motivation and performance. For instance, when office facilities were upgraded and workloads adjusted to be more manageable, employees reported higher levels of satisfaction and productivity (Permatasari, 2024; Sabrina, 2021; Winata, 2022).

Despite the critical role that both work motivation and QWL play in shaping employee performance, there is still limited research on how these factors interact in government institutions, particularly in the context of the DPRD Secretariat of Penajam Paser Utara Regency. This study aims to address this gap by exploring how work motivation and QWL influence employee performance in this specific government setting. The findings of this research will provide valuable insights into how government agencies can create more supportive work environments, enhance employee well-being, and ultimately improve organizational performance. By examining these factors in detail, the study seeks to contribute to the broader understanding of human resource management in government institutions, offering practical recommendations for policymakers and administrators striving to improve employee performance and organizational effectiveness.

METHODS

This research was conducted at the DPRD Secretariat Office in Penajam Paser Utara Regency, East Kalimantan. The type of data used in this study is Qualitative, which is information in the form of descriptions, explanations, or narratives obtained from interviews, questionnaires, or observations in the field. This data is not in the form of numbers and is used to support analysis and explanations in research. Usually obtained from primary sources. To obtain data, researchers use data collection techniques to distribute questionnaires to respondents in Penajam Paser Utara Regency to obtain data related to work motivation and Quality of Work Life. In addition to questionnaires, interviews were also conducted directly between researchers and respondents. This is done to obtain more in-depth information about work motivation and Quality of Work Life which can affect employee performance. Literature studies were conducted to support the validity of the study by collecting information from relevant written sources, such as books and scientific articles, especially those related to work motivation and Quality of Work Life in the context of human resource management. In the context of this study, the population consists of

all employees working at the DPRD Secretariat Office in Penajam Paser Utara Regency, totaling 142 people consisting of 32 PNS and 110 THL. to recalculate the sample size using the Slovin formula with an error rate of 5% (0.05) with the population (N = 142):

$$n = N$$

$$1 + (N \cdot e^2)$$

$$n = 142 \cdot 1 + (142 \times 0.05^2)$$

$$n = 104.4 \text{ and rounded up to } 104 \text{ Respondents}$$

So the total number of respondents in this study is 104 respondents as a research sample as employee respondents from the DPRD Secretariat Office of Penajam Paser Utara Regency. The data obtained through the results of this descriptive analysis is presented in the form of a regular table or through a frequency distribution table.

RESULTS AND DISCUSSION

Descriptive Statistics

Tabel 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work motivation	109	5	25	20.01	3.492
Quality of Work Life	109	5	25	19.05	3.233
Employee performance	109	5	25	19.91	2.637

Source: SPSS data processing results (2024) based on the table above displays data from the DPRD Secretariat in Penajam Paser Utara Regency, the average value of work motivation indicators, quality of work life, and employee performance show that employee performance at the DPRD Secretariat is good. Because the average value (mean) is greater than the standard deviation, this indicates the absence of significant deviations in the data. Thus, the performance of employees in the DPRD Secretariat is considered high. Specifically, this illustrates that the performance of employees in this institution is stable and highly performing, based on the data analyzed.

Data Quality Test (Instrument)

Data validity test

Validity testing is carried out on each item arranged based on the operationalization concepts of variables and their indicators. An item is declared valid if able to measure or express what really wants to be measured. In this study, the validity test was carried out using the SPSS program. The validity of each question item can be seen from the results of the SPSS output in the table entitled Statistic Item-Total. To assess the validity of each question item, consider the Corrected Item-Total Correlation value of each item.

Table 2. Test data validity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work motivation	38.95	30.544	.806	.860
Quality of Work Life	39.92	32.447	.840	.820
Work Motivation	39.06	40.441	.788	.880

Source: SPSS data processing results (2024)

Syaifuddin Azwar (1997) and Sugiyono (2005) in Pieter (2008) state that an item of questionnaires is said to be valid if the corrected item-total correlation has a critical value of more than 0.3 or 30%. Items that have a correlation above 30% are categorized as valid, while items with correlations below 30% are considered invalid and will be removed from further analysis. The analysis results in the table show that all correlation coefficients are above the critical value, so that the model used can be considered valid to be further developed.

In addition, the validity and reliability test of work motivation variables, quality of work life (quality of work life), and employee performance at the North Penajam Paser Regency DPRD Secretariat also show that all indicators have high validity and reliability. The Corrected Item-Total Correlation value indicates a strong correlation between each item with a total scale, while the Cronbach's Alpha value remains within a good limit even though some items are removed, showing adequate internal consistency. Thus, this research instrument has been proven effective and accurate in measuring employee performance, work motivation, and the quality of work life at the North Penajam Paser Regency DPRD Secretariat.

Variable descriptive analysis

Work motivation (x1)

Work motivation is an internal and external encouragement that affects a person's behavior in the work environment and determines how well they carry out their duties. This motivation can be intrinsic, where encouragement comes from personal satisfaction, interest, or sense of responsibility for work, or extrinsic, which is triggered by factors such as financial incentives, appreciation, or promotion. Work motivation plays an important role in determining employee performance. High motivation encourages employees to be more enthusiastic and dedicated in carrying out their duties. Motivated employees show higher productivity, larger initiatives, and strong commitments to achieve organizational goals. In addition, they tend to be more creative in solving problems and are more resistant to stress.

Conversely, low motivation causes a decrease in productivity and delay in completing tasks, as well as job dissatisfaction. Employees who are less motivated often show a lazy attitude, less concerned about the quality of work, and require more supervision. High work motivation is very important in supporting employee productivity, effectiveness, and performance, especially in organizations such as the DPRD Secretariat. Employees who have strong work motivation tend to work more actively and consistently in achieving organizational goals, so that it has a positive impact on the operation and efficiency of the organization as a whole. The following is a picture or illustration of the perception expressed by the respondent in the answer to the questionnaire filling:

Table 3. Work Motivation

Frequency	Count	Percent	Valid Percent	Cumulative Percent
1	1	0.9	0.9	0.9
2	1	0.9	0.9	1.8
3	21	19.3	19.3	21.1
4	60	55.0	55.0	76.1
5	26	23.9	23.9	100.0
Total	109	100.0	100.0	100.0

Source: SPSS data processing results (2024)

Table 3 describes the distribution of assessment of work motivation in the North Penajam Paser Regency DPRD Secretariat based on the assessment scale from 1 to 5, with 1 meaning "strongly disagree" and 5 means "strongly agree." The results of the analysis showed that the majority of respondents had a positive view of their work motivation. Specifically, 55.0% of respondents gave an assessment at level 4 ("agree"), and 23.9% gave an assessment at level 5 ("Strongly Agree"). Only a few respondents show disapproval, with 0.9% each gives a value of 1

("strongly disagree") and 0.9% gives a value of 2 ("disagree"). Meanwhile, 19.3% of respondents chose a value of 3 ("neutral").

This description indicates that work motivation in the North Penajam Paser Regency DPRD Secretariat is generally considered positive by most employees. The high percentage of respondents who gave a high assessment showed that employees were satisfied and motivated by the conditions and support in their workplace. These results reflect that aspects related to work motivation in the DPRD Secretariat have been successfully implemented, which contribute to the satisfaction and performance of employees within the North Penajam Paser Regency DPRD Secretariat.

Quality of Work Life (X2)

Quality of Work Life (QWL) influences employee performance significantly. A good quality of work life increases employee satisfaction and welfare, which directly improves their performance. A comfortable work environment, positive interpersonal relationships, and support for the balance between work and personal life makes employees feel happier and motivated. This reduces the level of attendance and turnover, as well as increasing productivity and quality of work. Conversely, the poor quality of work life causes employees to feel depressed, not valued, or fatigue, which results in a decrease in enthusiasm and quality of work, as well as increased absence. The following is a picture or illustration of perceptions expressed by respondents in the answer to filling out the questionnaire:

Tabel 4. *Quality of Work Life*

Frequency		Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.8	1.8
	2	2	1.8	3.7
	3	18	16.5	20.2
	4	77	70.6	90.8
	5	10	9.2	100.0
Total		109	100.0	100.0

Source: SPSS data processing results (2024)

Table 4 describes the distribution of assessment of the quality of work life in the North Penajam Paser Regency DPRD Secretariat based on the assessment scale from 1 to 5, with 1 meaning "strongly disagree" and 5 means "strongly agree." The results of the analysis showed that the majority of respondents had a positive view of the quality of their work life. Specifically, 70.6% of respondents gave an assessment at level 4 ("agree"), and 9.2% gave an assessment at level 5 ("strongly agree"). Only a few respondents showed dissatisfaction, with 1.8% each gave a value of 1 ("strongly disagree") and 1.8% gave a value of 2 ("disagree"). Meanwhile, 16.5% of respondents chose a value of 3 ("neutral").

This description indicates that the quality of work life in the North Penajam Paser Regency DPRD Secretariat is generally considered positive by most employees. The high percentage of respondents who gave an assessment at level 4 showed that employees were satisfied with the conditions and support that existed in their workplace. Although there is a little dissatisfaction, these results reflect that aspects related to the quality of work life in the DPRD Secretariat have been implemented quite well, contributing to the satisfaction and welfare of employees within the North Penajam Paser Regency DPRD Secretariat.

Employee Performance (Y)

Good employee performance shows efficiency and effectiveness in completing tasks and achieving the expected targets. High -achieving employees are an example for colleagues, contribute to the achievement of organizational goals, and improve the reputation of the institution or organization as a whole. On the other hand, poor performance results in a decrease in productivity and output quality. The negative impacts of poor performance include

interference in workflows, increasing workloads for other colleagues, and decreased customer satisfaction or stakeholders. By understanding the impact of each of these variables, organizations can design effective strategies to increase motivation, quality of work life, and employee performance.

The following is a picture or illustration of the perception expressed by the respondent in the answer to the questionnaire filling:

Table 5. Employee Performance

	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	3	12	11.0	11.0	11.9
	4	83	76.1	76.1	88.1
	5	13	11.9	11.9	100.0
	Total	109	100.0	100.0	

Source: SPSS data processing results (2024)

The indicators used to measure the variable (Y) of employee performance, to measure the perception of respondents regarding the effect of work motivation and quality of work life on the performance of the North Penajam Paser Regency DPRD Secretariat with a five -point Likert scale. Table 5 illustrates the distribution of assessment of employee performance in the North Penajam Paser Regency DPRD Secretariat based on the assessment scale from 1 to 5, with 1 meaning "strongly disagree" and 5 means "strongly agree." The results of the analysis showed that the majority of respondents gave a positive assessment of the performance of their employees. Specifically, 76.1% of respondents gave an assessment at level 4 ("agree"), and 11.9% gave an assessment at level 5 ("Strongly Agree"). Only a few respondents showed a low assessment, with 0.9% giving a value of 1 ("strongly agree"). Meanwhile, 11.0% of respondents chose a value of 3 ("neutral").

This description indicates that the performance of employees in the North Penajam Paser Regency DPRD Secretariat is generally considered good by most employees. The high percentage of respondents who gave an assessment at level 4 showed that employees felt their employees' performance was quite good. Although there are some lower assessments, these results reflect that aspects related to employee performance in the DPRD Secretariat have been implemented quite well, contributing to satisfying work results and the effectiveness of employees in the North Penajam Paser Regency DPRD Secretariat.

In general, the results of the analysis show that both work motivation and quality of work life have a significant positive influence on the performance of employees in the North Penajam Paser Regency DPRD Secretariat. Positive work motivation contributes to the satisfaction and improvement of employee performance. Employees who feel motivated tend to have better work performance, show that programs or initiatives that increase motivation in the work environment have been implemented effectively.

A good quality of work life contributes significantly to employee satisfaction and welfare. Respondents who were satisfied with their working conditions tend to show better performance, showed that the supporting and conducive work environment played an important role in improving employee performance. Employee performance at the North Penajam Paser Regency DPRD Secretariat is generally considered good, and this result shows that both work motivation and good quality work life contribute to satisfying performance. Programs or policies that support these two aspects have a positive impact on the work and effectiveness of employees.

Classic assumption test

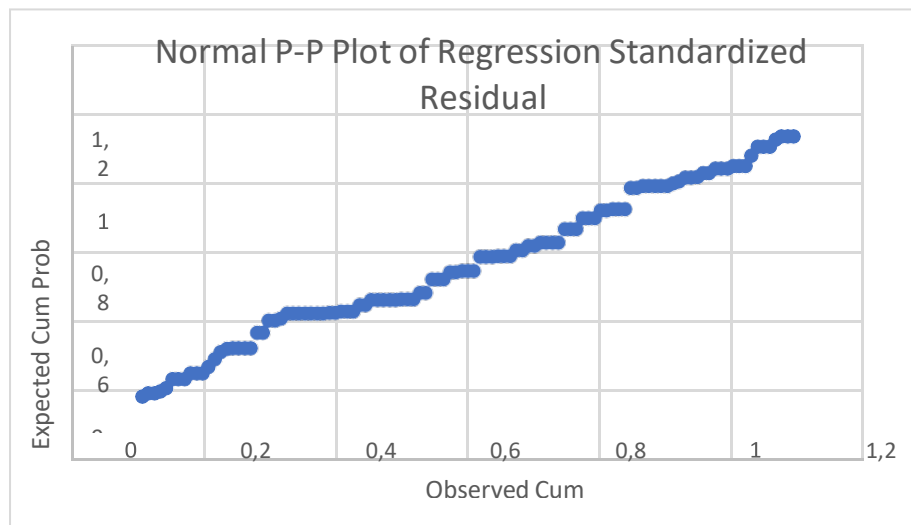


Figure 1. Normal p-p plot of regression standardized residual

By looking at the normal graphic display P-P plot can be concluded that the graph provides a distribution pattern that is close to normal. From the picture, it can be seen that it spreads approaching from the diagonal and spread around the diagonal line so that it can be said to be normally distributed and the regression model is feasible to be used in this study.

Autocorrelation test

The autocorrelation test aims to test the presence or absence of the classic assumption of autocorrelation, namely the correlation that occurs between the residuals in one observation with another observation in the regression model. A good regression model is regression that is free from autocorrelation. To detect the presence of autocorrelation can be done through testing the value of the Durbin-Watson Test (DW Test) with the following conditions.

Table 6. Durbin-Watson test (DW Test)

Durbin Watson	Information
< 1,08	There is autocorrelation
1,09-1,66	Without conclusions
1,67-2,34	There is no autocorrelation
2,35-2,92	Without conclusions
> 2,92	There is autocorrelation

Table 7. Durbin-Watson

Model	Durbin-Watson
1	2.049

Source: SPSS data processing results (2024)

The autocorrelation test results show the Durbin-Watson value of 2,049 which means data that is processed free of autocorrelation. which means, and the processed data can be considered free of autocorrelation problems.

Heterokedasticity test

To detect heteroscedasticity can be seen in the scatterplot graph. The detection is by seeing the presence or absence of certain patterns on the graph where the X axis is Y that has been predicted and the studized Y-axis. The basis of decision making is as follows: a) If there are certain patterns, such as there are points that form a certain pattern that is regular (bumpy,

widened), then heteroscedasticity occurs and b) If there is no clear pattern, and the point spreads above and below the number 0 on the Y axis, there is no heteroscedasticity.

Reliability test

From the following data it can be seen that the results of the calculation of the reliability test show that Alpha Cronbach's is greater than 0.6, the instrument can be declared reliable. After the validity test, the next step is to test the data reliability by looking at the Cronbach's Alpha value. The reliability test is carried out to show the extent to which a gauge can be trusted. In general, an instrument is said to be good if it has a coefficient of Cronbach's Alpha > 0.6 then the research questionnaire is declared reliable. The data test results show that the Cronbach's value > 0.6. In Table 4.8. This shows that research data is declared reliable.

Table 8. Reliability test

	Cronbach's Alpha if Item Deleted
Work motivation	.860
Quality of Work Life	.820
Employee performance	.880

Source: SPSS data processing results (2024)

Regression analysis results

Determination Coefficient (R²)

Tabel 9. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.628	.621	1.623

Predictors: (Constant), Quality of Work Life , Motivasi Kerja

Dependent Variable: Employee Performance

Source: SPSS data processing results (2024)

Table 9 provides a summary of how well the regression model explains the relationship between variables in analysis. Description of the table explains: R (0.793). This is the correlation coefficient between the dependent variable (employee performance) and the independent variable (quality of work life and work motivation). This value shows the strength and direction of linear relationships. The value of 0.793 means there is a strong positive relationship between the independent variable and the dependent variable. That is, the better the quality of work life and work motivation, the higher the employee performance. R Square (0.628). This coefficient of determination measures how much the proportion of variance in the dependent variable (employee performance) can be explained by the independent variable (quality of work life and work motivation). The value of 0.628 means that around 62.8% of the variance in employee performance can be explained by the two independent variables. This shows that the regression model has a fairly good ability to explain the variation of employee performance.

Adjusted R Square (0.621). This is the R Square value that has been adjusted to the number of variables in the model, providing a more realistic picture of how well your model explains the variance in the dependent variable after considering the number of variables used. The value of 0.621 shows that the model is still quite good in explaining employee performance, even after being adjusted to the number of independent variables. STD. Error of the estimate (1,623). This measures how far the prediction of the model deviates from the actual value of the dependent variable. The value of 1,623 shows the average distance between employee performance values predicted by the model and actual value of employee performance. The

smaller this value, the more accurate the prediction of the model in describing employee performance.

Table 9 shows that the regression model used has a significant relationship strength between quality of work life and work motivation with employee performance. This model explains around 62.8% of variance in employee performance, which is an indication that independent variables make a substantial contribution to employee performance. The estimated standard error shows the accuracy of the model prediction, with a value of 1,623 shows that the model is quite good in predicting employee performance even though there are still variations that are not explained.

Statistical test f

This test aims to see whether the independent variable jointly affects the dependent variable. Table 10 The following presents the results of the F. statistical test results

Tabel 10. ANOVA^a

Model Sum of Squares			df	Mean Square	F	Sig.
1	Regression	472.011	2	236.005	89.642	<.001 ^b
	Residual	279.072	106	2.633		
	Total	751.083	108			

Dependent Variable: Employee Performance

Predictors: (Constant), Quality of Work Life , Motivasi Kerja

Source: SPSS data processing results (2024)

Table 10 shows the results of the analysis of variance (ANOVA) for the regression model that connects the independent variable (quality of work life and work motivation) with the dependent variable (employee performance). Anova results show that the regression model has a significant contribution to the explanation of variations in employee performance. The F value is 89,642 and the value of P <0.001 indicates that the overall regression model is very significant, meaning that the combination of quality of work life and work motivation significantly affects employee performance and the relationship found does not occur by chance. In terms of the contribution of the model, Sum of Squares for regression of 472,011 shows that this model explains most of the variations in employee performance. Meanwhile, Sum of Squares for residuals of 279,072 showed the remaining variations after considering the influence of independent variables. This shows that this model is effective in explaining employee performance by reducing non -explained variations.

The average residual square value of 2,633 is relatively small compared to the average regression square of 236.005, shows that this model is quite accurate in predicting employee performance. In other words, the regression model provides a substantial and effective understanding of the factors that affect employee performance, which shows the quality of the model in explaining the variation of employee performance well.

Hypothesis test

Partial test was carried out to determine the effect of independent variables on the dependent variable by looking at the t value in the coefficient table calculated with the help of the SPSS program. The significant level used is 5% or 0.05. The test criteria used are as follows: If p value <0.05 then H0 is rejected and if p value > 0.0 then H0 is accepted. This test is at the same time used to find out how much influence the work motivation, quality of work life and performance of the North Penajam Paser Regency DPRD Secretariat by looking at the T value of each variable. Table 11 The following presents the results of the statistical test t.

Tabel 11. Coefficients^a

Unstandardized Coefficients				Standardized Coefficients Beta	t	Sig.
Model B			Std. Error			
1	(Constant)	7.070	.973		7.268	<.001
	Motivasi Kerja	.229	.073	.303	3.149	.002
	Quality of Work Life	.434	.078	.532	5.529	<.001

a. Dependent Variable: Employee Performance

Source: SPSS data processing results (2024)

From table 4.32 above, the multiple regression equation is obtained as follows:

$$Y = 7.070 + 0.229x_1 + 0.434x_2 + E$$

The following is an explanation of the multiple regression equation formed and based on Table 11 which shows the results of regression analysis with non-standard and standard coefficients for each independent variable (work motivation and quality of work life) of the dependent variable (employee performance). The following is an explanation of the regression and interpretation equations of Table 9 as follows:

(Constant) <.001: The significance value for the constant shows that the constant is significantly different from zero. Work Motivation 0.002, the significance value for work motivation shows that the effect of work motivation on employee performance is statistically significant, with a p-value less than 0.05. Quality of Work Life <. Both work motivation and quality of work life have a significant influence on employee performance. The value of P for the two independent variables shows that their relationship with employee performance is statistically significant, and the standard coefficient (beta) shows that the quality of work life has a greater influence on employee performance compared to work motivation, this means change in quality of work life is more influential on employee performance than changes in work motivation.

From the analysis of the results of the research, it can be interpreted the effect of work motivation and quality of work life on the performance of employees of the North Penajam Paser Regency DPRD Secretariat as follows: Work motivation has a significant positive influence on the performance of the North Penajam Paser Regency DPRD Secretariat. Work motivation acts as the main driver for employees to achieve the targets that have been set and provide maximum results for agencies. Employees with high work motivation tend to be more enthusiastic in carrying out daily tasks, which ultimately increase productivity and efficiency. In the DPRD Secretariat environment, which is responsible for managing administration and supporting legislative activities, strong work motivation is needed to ensure the smooth implementation of the tasks and operations of the agency.

High work motivation also has a direct impact on improving the quality of service and a sense of employee responsibility for the needs of the community and members of the council. Motivated employees will be more proactive in completing administrative tasks that are often urgent. This contributes to organizational efficiency and ensures that support for board members is going well. As a result, strong work motivation encourages professionalism in carrying out optimal duties and services.

In the results of research e, work motivation is also found to have a significant influence on employee performance, as shown by various studies. Research Juliantari et al. (2023) shows that work motivation has a positive effect on the performance of educational staff. Likewise with the findings of Hendrawijaya & Rizal (2022), which states that work motivation plays a dominant role in improving employee performance at PT BPR Rejeki Insani. Both of these studies are in line with the results of research in the North Penajam Paser Regency DPRD Secretariat which shows the positive effect of motivation on performance.

However, there are studies that produce different findings. For example, Hasmalawati (2018) shows that work motivation has no significant influence on employee performance with a significance value greater than 0.05. This is contrary to the findings at the DPRD Secretariat, where work motivation has proven to have a positive and significant effect on performance. This difference is caused by different factors between agencies and types of work.

The Effect of Work Motivation on the Performance of Employees of the North Penajam Paser Regency DPRD Secretariat is consistent with the majority of previous research which shows that work motivation plays an important role in improving performance. The combination of intrinsic encouragement and conducive work environment support is very influential in creating productive, innovative, and loyal employees to the organization.

Quality of Work Life (QWL) is an essential factor that affects employee performance, especially in creating a work environment that supports physical and psychological well-being. At the Secretariat of the North Penajam Paser Regency DPRD, QWL plays an important role in creating a safe, comfortable and productive work atmosphere. When employees feel a balance between personal and work life, their job satisfaction increases, which in turn motivates them to provide the best performance. This encourages greater involvement in an effort to achieve organizational goals. In line with the research of Muliantari, Sunaryo, and Muharam (2023), improving the quality of work life is proven to improve the performance of educational staff, both directly and indirectly through work motivation.

Another aspect of QWL that is no less important is the relationship between marriages and superiors, as well as opportunities to develop skills. When employees have the opportunity to grow and develop, both through training and career development, their motivation to work harder and achieve performance targets also increases. In the DPRD Secretariat, where administrative management is very important, improving the ability of employees will immediately have an impact on efficiency and accuracy in completing daily tasks. This is in line with the findings of Hendrawijaya & Rizal (2022) who found that QWL had a positive effect on job satisfaction and employee performance at PT BPR Rejeki Insani.

The supporting work environment also helps reduce stress that often affects employee performance. Low work stress, supported by a positive work environment and good relations between coworkers, has a significant influence on employee mental well-being. Employees who are in a good work environment will be more focused and productive in completing work that often requires high accuracy, as happened at the DPRD Secretariat. Research Farmi et al. (2020) also showed that QWL significantly improve employee performance through direct influence and mediation.

In addition, QWL can also increase employee loyalty to the organization. Employees who feel valued and supported by an adequate work environment will be more likely to show high commitment and loyalty to where they work. This loyalty is important in reducing the level of replacement of employees (turnover) and excessive attendance, which can interfere with the operation of the DPRD Secretariat in supporting legislative activities. The results of research Raudhotunnisa & Husniati (2022) also support this, by showing that QWL, motivation, and work stress simultaneously have a significant effect on employee performance.

However, not all studies support the direct effect of QWL on performance. For example, Maesaroh (2017) found that QWL had no direct influence on performance, but had a significant effect through job satisfaction as full mediation. This is contrary to the results of research that shows that QWL in the DPRD Secretariat directly affects employee performance without involving other mediation factors.

Overall, QWL plays a key role in influencing employee performance. Employees who feel supported by a healthy and productive work environment tend to be more motivated, loyal, and provide better performance. Therefore, it is important for the North Penajam Paser Regency

DPRD Secretariat to continue to increase QWL through the provision of adequate physical facilities and create a work culture that supports employee welfare.

The Effect of Work Motivation and Quality of Work Life Simultaneously on Employee Performance Work motivation and Quality of Work Life (QWL) have a significant effect on employee performance. When these two factors are considered and managed well, they can substantially increase employee productivity and efficiency. High work motivation encourages employees to work harder, achieve the targets set, and actively contribute to achieving organizational goals. On the other hand, a good QWL creates a comfortable and supportive work environment, which in turn reduces stress and increases job satisfaction. The simultaneous influence of work motivation and QWL on employee performance shows that these two factors complement each other and strengthen each other. High work motivation will be more effective

If it is supported by a good work environment, while good QWL will be more meaningful if employees also have high work motivation. The combination of the two creates a working atmosphere that supports and encourages employees to achieve their best performance.

In practice, the implementation of strategies that focus on increasing work motivation and QWL simultaneously can provide optimal results. For example, providing appropriate incentives and creating a conducive work environment can increase employee motivation, which in turn increases their satisfaction and performance. Conversely, improving working conditions and offering development opportunities can motivate employees to try harder and increase productivity. This study shows that the regression model that combines work motivation and QWL has a good ability to explain variations in employee performance. This shows that these two factors have a significant contribution in influencing performance, and effective management of both can have a big positive impact. The application of policies that includes these two aspects will be more effective in improving employee performance than if only focusing on one of the factors. Overall, understanding and application of strategies that pay attention to simultaneous influences from work motivation and QWL can help the organization achieve better employee performance. By creating a work environment that supports and motivates, as well as providing appropriate incentives, the organization can maximize the potential of employees and achieve more ambitious goals. The following studies provide evidence that the simultaneous effect of work motivation and QWL on employee performance is significant:

Juliantari et al. (2023) who found that work motivation and QWL simultaneously have a positive and significant influence on the performance of education staff. QWL and work motivation not only affect performance directly but also interact with each other through work motivation as a partial mediation variable. Hendrawijaya & Rizal (2022) who revealed that work motivation and QWL have a positive and significant influence on employee job satisfaction, and simultaneously have a positive effect on employee performance. These results support that the combination of work motivation and QWL play an important role in improving employee performance.

Raudhotunnisa & Husniati, (2022) which shows that work motivation, work stress, and QWL have a positive and significant influence on employee performance, both individually and simultaneously. This study confirmed that the combination of these three factors, including QWL and work motivation, significantly affect employee performance. The results of these studies indicate that the simultaneous effect of work motivation and QWL on employee performance is significant and can affect the work results positively.

CONCLUSION

Work motivation has a positive and significant influence on employee performance in the North Penajam Paser Regency DPRD Secretariat. Work motivation functions as the main driver in achieving targets and providing maximum results, increasing productivity, efficiency, and service quality. Thus, maintaining work motivation through adequate support and a conducive work environment is the key to ensuring optimal employee performance and contributing to the

success of the organization. Quality of Work Life (QWL) has a positive and significant influence on the performance of employees in the North Penajam Paser Regency DPRD Secretariat. A good QWL creates a comfortable and supportive work environment, which in turn increases job satisfaction, reduces stress, and motivates employees to work more productively and efficiently. Therefore, it is important for the organization to continue to pay attention and improve the aspects of QWL to ensure the performance of employees remains optimal and support the overall organizational goals. Work motivation and Quality of Work Life (QWL) simultaneously have a significant influence on employee performance. Simultaneously, these two variables are able to explain most of the variations in employee performance. This indicates that the regression model used is quite effective in describing the relationship between work motivation, QWL and employee performance. In other words, both work motivation and quality of work life make an important contribution in improving employee performance, emphasizing the role of both in creating a work environment that supports and motivates employees to achieve optimal results.

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