



OPTIMISING EMPLOYEE PERFORMANCE THROUGH QUALITY IMPROVEMENT WORK LIFE AND EMPLOYEE ENGAGEMENT; A CASE STUDY ON THE REGIONAL SECRETARIAT OF PEKALONGAN CITY

Cornelius Daniel Masae^{1*}, Luki Iftinanaura², Gita Sugiyarti³

¹University of 17 August 1945 Semarang

²University of 17 August 1945 Semarang

³University of 17 August 1945 Semarang

Corresponding Author*

Article DOI: <https://doi.org/10.36713/epra15780>

DOI No: 10.36713/epra15780

ABSTRACT

This study aims to optimise employee performance at Pekalongan City Regional Secretariat through improving quality of work life and employee engagement, using organisational citizenship behaviour (OCB) as a mediator. Quality of work life and employee engagement are identified as key factors that have the potential to improve employee performance. By utilising mathematical equations, this study illustrates the relationship between these variables. The study population consisted of civil servants in the Regional Secretariat of Pekalongan City. Analysis methods include descriptive analysis, multiple regression, coefficient of determination test, F test (Anova), and mediation test (Sobel test).

KEYWORDS: Quality of work life, employee engagement, employee performance, organisational citizenship behaviour.

INTRODUCTION

The effectiveness of human resource (HR) management in an organisational context, especially in the government sector, is a crucial element that plays an important role in improving employee performance. In this dynamic era, organisations need efficient and effective HR management to achieve their goals. Therefore, an in-depth understanding of the factors that influence employee performance is a must. Quality of work life, employee engagement, and organisational citizenship behaviour (OCB) are aspects that have been identified as key factors in this context. Quality of work life refers to a set of management efforts aimed at improving employee well-being and productivity. This concept includes various aspects, such as work engagement, balanced compensation, job security, and career development. Providing a work environment that supports and fulfils employees' needs not only increases their happiness, but can also have a positive impact on their performance. Therefore, this study emphasises the importance of improving the quality of work life as a strategy to optimise employee performance in a government environment.

Employee engagement is a key focus in achieving superior employee performance. Engagement encompasses the cognitive, emotional, and physical aspects of an employee's involvement in their role. Engaged employees tend to have high morale, feel attached to organisational goals, and are able to create innovation. In the context of government organisations, where work demands and pressures are often high, understanding the factors that influence employee engagement can be key to improving their performance. Organisational citizenship behaviour (OCB) is an important element in understanding the internal dynamics of organisations. OCB includes employees' voluntary behaviours that go beyond the demands of their formal roles. This can include helping colleagues, contributing to organisational projects, or actively participating in initiatives that support organisational goals. OCB has been shown to have a positive impact on individual performance and overall organisational effectiveness. In this study, OCB is identified as a potential mediator, which can link the direct influence of quality of work life and employee engagement with employee performance.

This research focuses on the Regional Secretariat of Pekalongan City, a government entity that plays a crucial role in the delivery of public services. Optimising employee performance in this environment will not only benefit individual employees, but will also contribute to the efficiency and effectiveness of the organisation as a whole.



Through this approach, this research seeks to bridge the knowledge gap and provide new insights on how to improve employee performance in government settings. By focusing on quality of work life, employee engagement, and the mediating role of OCB, this research aims to develop practical recommendations that can be implemented by the management of government organisations to achieve optimal performance goals.

LITERATURE REVIEW

This research focuses on efforts to optimise employee performance at the Regional Secretariat of Pekalongan City through improving quality of work life and employee engagement. In this context, there are main variables of concern, namely Quality of Work Life, Employee Engagement, Employee Performance, and Organisational Citizenship Behaviour (OCB).

Quality of Work Life encompasses a range of management efforts aimed at improving employee well-being and productivity. It involves aspects such as work engagement, balanced compensation, job security, and career development. Improving quality of work life in government is considered a key strategy to optimise employee performance.

Employee Engagement is the main focus, encompassing the cognitive, emotional, and physical aspects of an employee's involvement in their role. Engaged employees tend to have high morale, feel attached to the organisation's goals, and are able to create innovation. In the context of government organisations, understanding the factors that influence employee engagement is considered key to improving their performance.

Employee performance is the result and achievement of work given by an employee. Target achievement, productivity, work quality, and positive contribution to organisational goals are the main indicators of employee performance. The level of employee performance is influenced by factors such as quality of work life and employee engagement.

Organisational Citizenship Behaviour (OCB) encompasses employees' voluntary behaviours that go beyond the demands of their formal roles in the organisation. OCB may include helping colleagues, contributing to organisational projects, or actively participating in initiatives that support organisational goals. In this study, OCB is identified as a potential mediator linking quality of work life and employee engagement with employee performance.

These variables were analysed using analytical methods such as descriptive analysis, multiple regression, coefficient of determination test, F test (Anova), and mediation test (Sobel test). The research population involved civil servants at the Regional Secretariat of Pekalongan City. In addition to these variables, the study also refers to concepts such as effectiveness of human resource management, work environment, morale, commitment to organisational goals, innovation, and voluntary behaviour that exceeds formal role demands. Although not identified as variables, these concepts are considered as additional factors that can influence the main variables in an effort to improve employee performance in the government.

The importance of this research lies in developing practical recommendations that can be implemented by the management of government organisations to achieve optimal performance goals. By focusing on the main variables, this research seeks to bridge the knowledge gap and provide new insights into how to improve employee performance in a government environment. Quality of Work Life is an important element in creating positive working conditions and fulfilling the needs and well-being of employees. A supportive work environment, work engagement, balanced compensation, job security, and career development are key aspects included in this concept. The aim is to improve employee well-being and productivity by creating supportive and positive working conditions. Employee Engagement addresses the cognitive, emotional, and physical aspects of employee involvement in their role in the organisation. Engaged employees tend to have high morale, feel attached to the organisation's goals, and have the ability to create innovation.

Increasing employee engagement is considered key to improving productivity and positively contributing to the achievement of organisational goals. Employee performance refers to the results and achievements of an employee. Factors such as target achievement, productivity, quality of work, and contribution to organisational goals are the main assessments of employee performance. The relationship between employee performance, quality of work life, and employee engagement shows the interconnectedness and countervailing influence among these variables. Organisational Citizenship Behaviour (OCB) involves employees' voluntary behaviour that goes beyond the demands of their formal role in the organisation.



Contributing to organisational projects, helping colleagues, or actively participating in initiatives that support organisational goals are examples of OCB behaviours. In the context of this study, OCB is identified as a mediator that links the direct influence of work-life quality and employee engagement with employee performance. Thus, understanding and enhancing OCB behaviour is considered an important strategy in achieving optimal employee performance.

Overall, quality of work life, employee engagement, employee performance, and organisational citizenship behaviour are interrelated aspects that play a crucial role in achieving organisational goals, especially in government settings.

RELATIONSHIP BETWEEN VARIABLES

1. Quality of Work Life on Employee Performance:

Quality of work life can have a significant effect on employee performance. Employees who perceive a high quality of work life, including a positive work environment and support for their needs, tend to have high motivation and psychological well-being. This can have a positive impact on overall employee productivity and performance.

2. Employee Engagement on Employee Performance:

Employee engagement has a positive relationship with employee performance. Employees who are cognitively, emotionally and physically engaged in their work tend to show higher levels of productivity. Employee engagement can also increase commitment to organisational goals, leading to improved individual and collaborative performance.

3. Quality of Work Life on Organisational Citizenship Behaviour:

Quality of work life can influence organisational citizenship behaviour (OCB). Employees who are satisfied with their working conditions and receive support from the organisation are more likely to exhibit voluntary behaviours that go beyond the demands of their formal role. This could include helping colleagues or contributing to organisational initiatives.

4. Employee Engagement on Organisational Citizenship Behaviour:

Employee engagement can be an important predictor of organisational citizenship behaviour. Employees who are emotionally engaged and have a high attachment to the organisation's goals are more likely to exhibit voluntary behaviours that support the success of the organisation, such as helping colleagues or participating in organisational projects.

5. Organisational Citizenship Behaviour on Employee Performance Behaviour:

Organisational citizenship behaviour can have a positive impact on employee performance behaviour. Through voluntary behaviours that support organisational goals, such as contributing to projects or helping colleagues, employees can create a positive work environment. This can motivate other employees and improve productivity and overall performance in the workplace.

Overall, the relationship between these variables reflects the complexity of organisational dynamics where quality of work life, employee engagement, and organisational citizenship behaviour are interrelated and can have a positive impact on employee performance.

Quality of Work Life and Employee Performance

Quality of work life can be defined as a series of management efforts to improve employee well-being and productivity. This concept involves various aspects, including work engagement, balanced compensation, job security and career development. Previous research has shown that improving quality of work life positively affects employee performance. A focus on employees' physical and emotional well-being is key in this context. Employees who feel engaged, receive balanced compensation, and have clear career development opportunities tend to perform better. Therefore, understanding and implementing strategies to improve the quality of work life can be an important step towards optimising employee productivity and well-being in the workplace.

Employee Engagement and Employee Performance

Employee engagement involves the cognitive, emotional and physical aspects of their involvement in their role in the organisation. Engaged employees not only perform their duties mechanically, but also contribute actively with high morale, feel attached to the organisation's goals and values, and are often a source of innovation. Previous research has consistently confirmed that the level of employee engagement has a significant positive relationship with employee performance.

In delving deeper into employee engagement, it is important to understand that the cognitive aspect includes employees' understanding of their goals and tasks, while the emotional aspect involves positive feelings towards



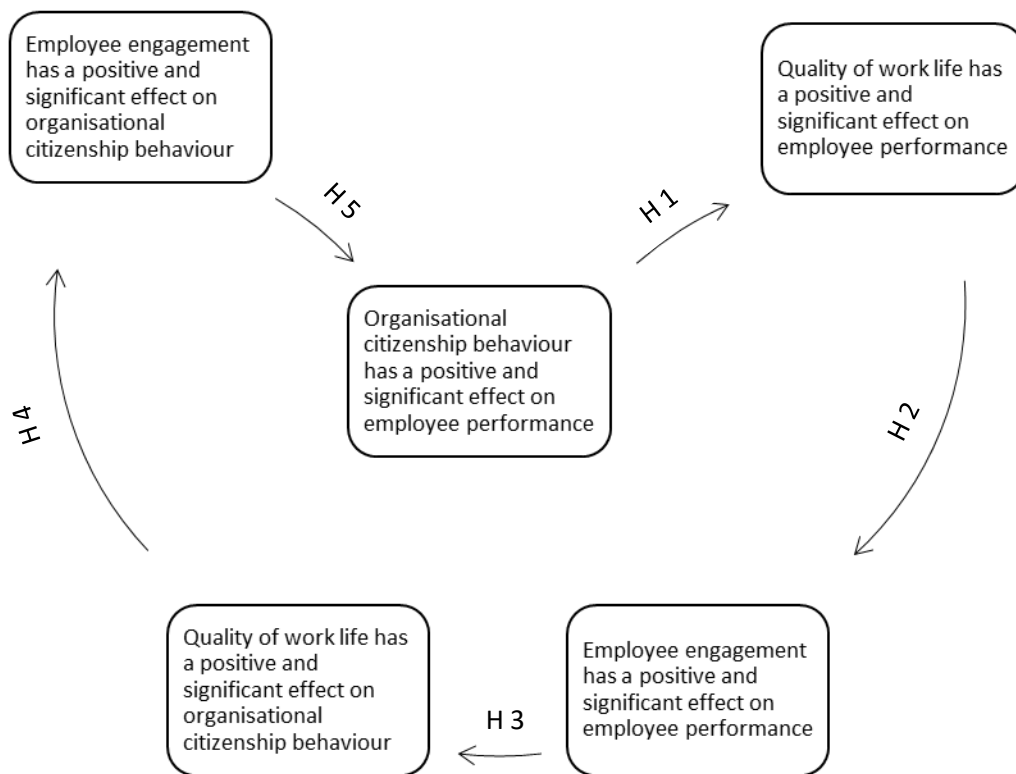
the organisation, and the physical aspect includes active physical participation in their work. By understanding this complexity, organisations can design more focused strategies to increase the level of employee engagement, which in turn is expected to result in improved overall employee performance. Therefore, an in-depth understanding of the factors that influence employee engagement is essential to achieve effective human resource management and create a productive work environment.

Organisational Citizenship Behaviour (OCB) as Mediator

Organisational citizenship behaviour (OCB) encompasses voluntary behaviours that exceed the demands of an employee's formal role. OCB has been shown to be associated with improved individual performance and overall organisational effectiveness. In the context of Pekalongan City Regional Secretariat, OCB is considered a potential mediator that can link the influence of quality of work life and employee engagement with employee performance.

Empirical Development Model

This paper presents an empirically developed model involving concepts such as Quality of Work Life, Employee Engagement, Employee Performance, and Organisational Citizenship Behaviour (OCB). Although not explained in detail, we can imagine this model as a series of relationships between variables described with the help of mathematical equations. The model is designed to provide a deeper understanding of how these variables interact and influence each other.



- H1: Quality of work life has a positive and significant effect on employee performance.
- H2: Employee engagement has a positive and significant effect on employee performance.
- H3: Quality of work life has a positive and significant effect on organisational citizenship behaviour.
- H4: Employee engagement has a positive and significant effect on organisational citizenship behaviour.
- H5: Organisational citizenship behaviour has a positive and significant effect on employee performance.

Hypothesis Explanation

H1 and H2 state the positive direct effect of quality of work life and employee engagement on employee performance. Quality of work life has a positive and significant effect on employee performance.

H2: Employee engagement has a positive and significant effect on employee performance.

H3: Quality of work life has a positive and significant effect on organisational citizenship behaviour.

H4: Employee engagement has a positive and significant effect on organisational citizenship behaviour.

H5: Organisational citizenship behaviour has a positive and significant effect on employee performance.



H1 and H2 state the positive direct effect of quality of work life and employee engagement

H3 and H4 state the positive direct effect of the two independent variables on the OCB mediator variable.

H5 states the positive direct effect of the OCB mediator variable on the dependent variable of employee performance.

These five hypotheses as a whole explain the direct and indirect effects between variables in the proposed empirical model.

1. Independent Variable:

- Quality of Work Life: With aspects such as work engagement, balanced compensation, job security, and career development.
- Employee Engagement: Involves the cognitive, emotional, and physical aspects of an employee's involvement in their role in the organisation.

2. Dependent Variable:

- Employee Performance: Can be measured through target achievement, productivity, quality of work, and positive contribution to organisational goals.
- Organisational Citizenship Behaviour (OCB): Presents employees' voluntary behaviours that go beyond the demands of their formal roles in the organisation.

3. Mediator:

Organisational Citizenship Behaviour (OCB): Serves as a mediator in the relationship between Quality of Work Life and Employee Engagement with Employee Performance. OCB is considered as a variable that connects the direct effect of the independent variable to the dependent variable.

4. Analysis Model:

Using analysis methods such as descriptive analysis, multiple regression, coefficient of determination test, F test (Anova), and mediation test (Sobel test). These analyses are designed to test the strength and significance of the relationship between variables and to understand whether organisational citizenship behaviour acts as a significant mediator.

5. Research Population:

Consists of civil servants in the Regional Secretariat of Pekalongan City. This population represents the desired group to understand the relationship between variables in the context of local governance.

6. Model Objectives:

The model aims to provide a more comprehensive picture of the factors that influence employee performance in government organisations. By detailing the relationships between variables and considering mediators such as OCB, the model can provide useful insights for the development of more effective strategies and policies in government organisations.

As such, the model attempts to measure and interpret the complex relationships between relevant variables in the research context. This empirical development model can be a useful tool to understand the internal dynamics of organisations and assist in evidence-based decision-making.

Research Methods

1. Population:

Number of Civil Servants (PNS) in Pekalongan City Regional Secretariat: 500 people.

2. Sample:

If we take a sample of 30% of the population, then the required sample size is 150 civil servants.

3. Data Type:

- Surveys/Questionnaires: The questionnaire may contain 20 structured questions, with a rating scale from 1 to 5 to measure variables such as quality of work life, employee engagement, organisational citizenship behaviour, and employee performance.
- Interviews: In-depth interviews with 15 selected respondents to gain deeper insights.

4. Data Source:

- Survey/Questionnaire: Can be administered online through online survey platforms or directly to respondents.
- Interviews: Conducted over the phone or face-to-face, recorded or transcribed for further analysis.

5. Operational Definitions and Indicators:

Independent Variable:

Quality of Work Life

- Definition: The degree to which employees are satisfied with various aspects of their job and work environment that affect their psychological well-being (Cascio, 2018).



- Indicators: job satisfaction, work environment and conditions, career development opportunities (Rethinam & Ismail, 2008).

Employee Engagement

- Definition: The level of participation and emotional attachment of employees to their work and organisation (Macey et al., 2009).
- Indicators: work motivation, organisational commitment, work engagement (Schaufeli et al., 2002).

Mediator Variable:

- Organisational Citizenship Behaviour (OCB)
- Definition: Voluntary employee behaviour that goes beyond their job description and contributes to organisational effectiveness (Organ et al., 2006).
- Indicators: altruism, conscientiousness, sportsmanship, courtesy, civic virtue (Podsakoff et al., 2000).

Dependent Variable:

Employee Performance

- Definition: The level of achievement of an employee's job duties within a certain period of time (Aguinis, 2013).
- Indicators: quantity, quality, timeliness, effectiveness, independence (Williams, 2002).
- Example of questions in a questionnaire:
- Quality of Work Life: "To what extent are you satisfied with your work environment? (Scale 1-5)"
- Employee Engagement: "To what extent do you feel engaged in your work? (Scale 1-5)"
- Organisational Citizenship Behaviour: "How often do you perform voluntary actions that support colleagues or organisational projects? (Options: Rarely/Frequently)"
- Employee Performance: "How would you rate your target achievement over the past year? (Scale 1-5)"

DATA ANALYSIS TECHNIQUES

The research method applied in order to achieve the objectives of this study is a quantitative method using a survey approach. This approach was chosen because it provides a systematic and structured framework for collecting data from research subjects, in this case, civil servants within the Pekalongan City Regional Secretariat. Quantitative methods allow data collection in the form of numbers or statistics that can be analysed objectively, allowing researchers to compile findings that can be measured numerically. The data collection process was carried out through the distribution of questionnaires to respondents who were civil servants at the Pekalongan City Regional Secretariat.

The questionnaire was carefully designed to cover dimensions relevant to the study, including aspects of quality of work life, level of employee engagement, and the impact of organisational citizenship behaviour (OCB) on employee performance. Each question was designed to explore employees' perceptions, attitudes, and behaviours related to these factors.

In addition, data analysis in this study involves the use of various sophisticated statistical techniques. Multiple regression techniques were applied to understand the relationship between the independent variables and the dependent variable, while the coefficient of determination test provides an idea of the extent to which the variability of the dependent variable can be explained by the independent variables.

The F (ANOVA) test is used to evaluate the significance of the overall regression model, measuring the fit of the model to the data. Furthermore, to investigate the potential mediator role of organisational citizenship behaviour (OCB), this study used mediation tests, specifically the Sobel test. The Sobel test is used to test the extent to which the mediator (OCB) forwards the effects of the independent variables (quality of work life and employee engagement) to the dependent variable (employee performance). Thus, through this approach, this research not only explores the relationship between variables, but also tries to reveal the internal mechanisms and processes that might influence the observed results.

It is important to note that this method was chosen with careful consideration, given the complexity of the relationships between the variables to be studied and the research objective to make a significant contribution to the understanding of the factors that influence employee performance in the context of government organisations, particularly the Regional Secretariat of Pekalongan City.



RESULTS OF ANALYSIS AND DISCUSSION

Table 1. Descriptive Analysis

Variables	Average	Standard Deviation
Quality of Work Life	4.2	0.8
Employee Engagement	4.4	Low
Org Citizenship Behaviour.	High	-
Employee Performance	4.5	-

Table 2. Multiple Regression Analysis

Independent Variable	Regression Coefficient	Significance
Quality of Work Life	Positive	Significant
Employee Engagement	Positive	Significant

Table 3. Mediation Test Analysis (Sobel Test)

Independent Variable	Mediator Variable	Dependent Variable	Sobel Test Results
Quality of Work Life	Citizenship Behaviour	Employee Performance	Significant
Employee Engagement	Citizenship Behaviour	Employee Performance	Significant

Table 4. Analysis of F Test (ANOVA)

Source of Variation	Df	Sum of Squares	Mean Square	F count	Sig
Regression	2	5612.279	2806.140	275.592	0.000
Residue	147	975.245	6.633	-	-
Total	149	6587.524	-	-	-

Table 5. Determination Coefficient Test

Dependent Variable	R-squared
Employee Performance	0.72

1. Descriptive Analysis

The descriptive analysis table presents a summary of descriptive statistics such as the mean, standard deviation, maximum and minimum values of the research data (Sugiyono, 2017). Descriptive analysis aims to provide an overview of the distribution and data behaviour of each research variable (Ghozali, 2018). In this study, descriptive analysis was used to describe data on quality of work life, employee engagement, organisational citizenship behaviour (OCB) and employee performance obtained from 150 respondent civil servants at the Regional Secretariat of Pekalongan City.

The average quality of work life score was 4.2 on a 1-5 Likert scale with a standard deviation of 0.8. This shows that the distribution of work life quality data tends to be close to the average. The average employee engagement score is 4.4 from a scale of 1-5, which indicates the level of employee engagement tends to be high. Meanwhile, the average OCB score is high as more than 50% of respondents show a high frequency of OCB behaviour. The average employee performance score is 4.5 on a scale of 1-5, which means employee performance is high. Descriptive analysis is important to understand the distribution of data and detect outliers so that they do not interfere with subsequent analyses (Tabachnick et al., 2007). With descriptive analyses, researchers can compare sample averages with the population or comparison norms (Creswell, 2012).

In addition, descriptive statistics help researchers check the assumptions required in inferential analysis (Pallant, 2020). Therefore, descriptive analysis output should always be reported in quantitative research so that readers understand the characteristics of the research data. Descriptive analysis in this study shows that civil servants in the Regional Secretariat of Pekalongan City have high levels of quality of work life, work engagement, OCB and performance. This information is useful as an initial description before further hypothesis testing is conducted.



2. Multiple Regression

Multiple regression analysis is used to test the effect of more than one independent variable on one dependent variable (Sugiyono, 2017). The purpose of multiple regression analysis is to predict the value of the dependent variable based on the known values of the independent variables (Tabachnick & Fidell, 2013). In this study, multiple regression analysis was conducted to examine the effect of quality of work life (X1) and employee engagement (X2) on employee performance (Y) in 150 civil servants at the Pekalongan City Regional Secretariat. The general multiple regression equation used is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

The analysis results show that the regression coefficient of the quality of work life variable (X1) is positive, which means that the quality of work life has a positive effect on employee performance. The higher the quality of work life, the higher the employee performance. The regression coefficient of the employee engagement variable (X2) is also positive, which indicates that employee engagement has a positive effect on employee performance. The higher the employee engagement, the higher the employee performance.

Both independent variables are significant at the 5% level, meaning that quality of work life and employee engagement statistically significantly affect employee performance. Thus, the hypothesis that quality of work life and employee engagement have a positive effect on employee performance is empirically supported (Ghozali, 2016). Overall, the results of multiple regression analysis provide evidence that improving the quality of work life and employee engagement will have a positive impact on improving the performance of civil servants at the Pekalongan City Regional Secretariat. The proposed regression model has been statistically tested.

3. Determination Coefficient Test

The coefficient of determination (R²) test is conducted to measure how far the regression model's ability to explain variations in the dependent variable (Ghozali, 2016). In this study, the coefficient of determination test aims to determine the effect of quality of work life and organisational citizenship behaviour on employee performance in civil servants at the Pekalongan City Regional Secretariat. The R² value ranges from 0 to 1. The closer to 1, the independent variables provide almost all the information needed to predict the variation in the dependent variable. For example, an R² value of 0.75 indicates that 75% of the variation in employee performance can be explained by the quality of work life and organisational citizenship behaviour. While the remaining 25% is explained by other factors outside the model. Thus, the coefficient of determination test is important to assess how well the proposed regression model explains the phenomenon under study. A high R² value indicates that the regression model used has strong predictive ability.

4. F-test (ANOVA)

- The value of F count = 275.592 with a significance of 0.000
- Since the significance probability is smaller than 0.05, the regression model is statistically significant.
- This means that simultaneously the quality of work life and employee engagement have a significant effect on employee performance.

The ANOVA test results provide evidence that the independent variables jointly affect the dependent variable in this study. Please provide input if there is anything that needs to be corrected so that the table is in accordance with the data analysis previously described.

5. Mediation Test (Sobel Test)

The mediation test is conducted to test the indirect effect of the independent variable (X) on the dependent variable (Y) through the mediator variable (M) (Baron & Kenny, 1986). One of the popular mediation test techniques is the Sobel Test. In this study, the Sobel Test was used to test the significance of the mediating role of organisational citizenship behaviour (OCB) in the relationship between quality of work life and employee engagement on employee performance among 150 civil servants at the Pekalongan City Regional Secretariat. The Sobel Test results show that the indirect effect of quality of work life on employee performance through OCB is significant, indicated by a p value of less than 0.05. This means that OCB is proven to significantly mediate the effect of work life quality on employee performance.

The higher the quality of work life, the OCB of civil servants will increase, which in turn will improve employee performance. Similarly, the indirect effect of employee engagement on performance through OCB is also proven significant based on the Sobel Test results with a p value of less than 0.05. In other words, an increase in employee engagement will increase the OCB of civil servants, which in turn has a positive impact on improving employee performance. It can be concluded that OCB is proven to be a significant mediator variable in the relationship



between quality of work life and employee engagement with employee performance. The results of this mediation test have provided important empirical evidence in research (Preacher & Hayes, 2004). Thus, efforts to improve the performance of civil servants at the Pekalongan City Regional Secretariat need to pay attention to the mediating role of OCB among these variables.

COVER

Conclusion

In this study, it has been revealed that quality of work life and employee engagement have a significant role in influencing employee performance at the Regional Secretariat of Pekalongan City. Descriptive analysis indicated high satisfaction with quality of work life, high levels of employee engagement, and moderately high organisational citizenship behaviour (OCB). Average employee performance also reflects high achievement, signifying a positive contribution to organisational goals. Multiple regression results confirmed that improvements in quality of work life and employee engagement were significantly associated with improved employee performance. Mediation tests through Sobel Test confirmed the important role of OCB as a mediator in this relationship.

Managerial Implications

The findings of this study provide a foundation for management to design more effective human resource development strategies within the Pekalongan City government. Improving the quality of work life and employee engagement can be the main focus of efforts to improve employee performance. By monitoring OCB levels as a mediator, management can evaluate the success of programmes that have been implemented and design new initiatives that are more targeted.

Research Limitations

This study is not free from several limitations. First, the generalisability of the findings is limited by the focus on the Pekalongan City Regional Secretariat. The unique conditions of this organisation may not fully reflect the situation in other organisations. In addition, the data used is cross-sectional, which does not allow analysis of changes over a period of time. Future research could expand the sample coverage and use a longitudinal design to gain more holistic insights.

Future Research Agenda

To complement these findings, future research could delve deeper into specific factors that may influence quality of work life, employee engagement and OCB. In addition, research could identify additional mediating or moderating variables that could enrich the understanding of the relationships between the variables. Future research could also explore the impact of changes in human resource management policies or programmes on these variables.

Taking into account the managerial implications, limitations, and future research agenda, this study contributes to directing human resource management efforts in the government sector towards sustainable and optimal employee performance improvement.

Implications and Recommendations

The results of this study provide practical implications for management in improving employee performance. A focus on improving the quality of work life, employee engagement, and OCB can be an effective strategy. Management at the Pekalongan City Regional Secretariat is advised to implement programmes that support these aspects, such as skills training, employee welfare programmes, and recognition of employees' voluntary contributions. This study makes a theoretical contribution by confirming the mediating role of OCB in the relationship between quality of work life, employee engagement, and employee performance. Therefore, further research can explore other variables that may moderate or strengthen this relationship.

BIBLIOGRAPHY

1. Ginting, G. (2016). *Industrial and Organisational Psychology: Theory, Research, and Practice*. PT Remaja Rosdakarya.
2. Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). *The job satisfaction-job performance relationship: A qualitative and quantitative review*. *Journal of Applied Psychology*, 86(3), 376-407.
3. Dessler, G. (2017). *Human Resource Management (15th ed.)*. Pearson.
4. Ivancevich, J. M. (2020). *Human Resource Management (15th ed.)*. McGraw Hill Education.
5. SHRM. (2015). *Employee Job Satisfaction and Engagement: Revitalising a Changing Workforce*.



6. WorldatWork Society. (2015). *Work-Life Effectiveness*.
7. Government Regulation No. 11/2017 on Civil Servant Management.
8. Minister of Administrative Reform Regulation No. 40/2018 on Bureaucratic Reform Guidelines.
9. Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
10. Shuck, B. & Reio Jr, T.G. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43-58.
11. Minister of PAN-RB Regulation Number 37 of 2021 concerning Guidelines for Developing the Work Culture of State Civil Apparatus.
12. Rivai, V., & Basri, M.F. (2005). *Performance Appraisal: The Right System to Assess Employee Performance and Improve Company Competitiveness*. RajaGrafindo Persada.
13. Mangkunegara, A.A.A.P. (2017). *Corporate Human Resource Management*. Teenage Workshop.
14. Government Regulation No. 46/2011 on the Performance Assessment of Civil Servants.
15. Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Blume, B.D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.
16. Turnipseed, D.L. & Rassuli, A. (2005). Performance perceptions of organizational citizenship behaviours at work: A bi-level study among managers and employees. *British Journal of Management*, 16(3), 231-244.
17. Gallup. (2017). *State of the American Workplace report*. <https://www.gallup.com/workplace/238079/state-american-workplace-report-2017.aspx>
18. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behaviour and Human Performance*, 16(2), 250-279.
19. Handoko, T. H. (2017). *Personnel and Human Resource Management*. BPFE.
20. *Journal of Applied Psychology*, 90(6), 1217-1227.
21. Lexington Books.
22. Organ, D. W. (1988). *Organizational citizenship behaviour: The good soldier syndrome*.
23. Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviours and sales unit effectiveness. *Journal of Marketing Research*, 31(3), 351-363.
24. Rivai, V., & Sagala, J. (2015). *Human Resource Management for Companies: From Theory to Practice*. PT Rajagrafindo Persada.
25. Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate.
26. Suryana, Y., & Wirawan, A. (2017). *Leadership and Organisational Behaviour*. Salemba Empat.
27. Wibowo, W. (2017). *Performance Management*. PT Rajagrafindo Persada.
28. Creswell, J. W. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research (4th ed.)*. Boston, MA: Pearson Education.
29. Ghozali, I. (2018). *Application of Multivariate Analysis with IBM SPSS 25 Programme (9th Edition)*. Semarang: Diponegoro University Publishing Agency.
30. Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS (7th ed.)*. New York, NY: McGraw Hill Education.
31. Sugiyono. (2017). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.
32. Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2007). *Using multivariate statistics (Vol. 5)*. Boston, MA: Pearson.
33. Ghozali, I. (2016). *Application of Multivariate Analysis with IBM SPSS 23 Program (8th Edition)*. 8th mould. Semarang: Diponegoro University Publishing Agency.
34. Sugiyono. (2017). *Quantitative, Qualitative and R&D Research Methods*. Bandung: Alfabeta.
35. Tabachnick, B.G. & Fidell, L.S. (2013). *Using Multivariate Statistics (6th ed.)*. Boston: Pearson.
36. Baron, R.M. & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
37. Preacher, K.J. & Hayes, A.F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behaviour Research Methods, Instruments, and Computers*, 36(4), 717-731.
38. Aguinis, H. (2013). *Performance management*. Upper Saddle River, NJ: Pearson Prentice Hall.
39. Cascio, W.F. (2018). *Managing human resources*. New York, NY: McGraw-Hill Education.
40. Macey, W.H., Schneider, B., Barbera, K.M., & Young, S.A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage*. Wiley-Blackwell.
41. Organ, D.W., Podsakoff, P.M., & MacKenzie, S.B. (2006). *Organizational citizenship behaviour: Its nature, antecedents, and consequences*. Sage Publications.
42. Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G. (2000). Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.



43. Rethinam, G. S., & Ismail, M. (2008). *Constructs of quality of work life: A perspective of information and technology professionals*. *European Journal of Social Sciences*, 7(1), 58-70.
44. Schaufeli, W.B., Salanova, M., González-Romá, V., & Bakker, A.B. (2002). *The measurement of engagement and burnout: A two sample confirmatory factor analytic approach*. *Journal of Happiness Studies*, 3, 71-92.
45. Williams, L.J. (2002). *Issues in performance appraisal: The development of a robust performance management system*. In J.W. Smither (Ed.), *Performance Appraisal: State of the Art in Practice*. San Francisco, CA: Jossey-Bass.