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The Influence of Quality of Work Life, Empowerment and Public Services on the Performance of Employees at Songgom District Office with Job Satisfaction as an Intervening Variable

Determine How The Quality of Work Life, Empowerment, and Public Service Affect The Performance of Employees at The Songgom District Office With Job Satisfaction as an Intervening Variable

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ABSTRACT

The main objective of this study is to determine how the quality of work life, empowerment, and public service affects the performance of employees at the Songgom District Office, with job satisfaction as an intervening variable. This research uses a quantitative approach with the SmartPLS 3.2.9 analysis tool. The population used in this study consists of all employees working at the Songgom District Office, totaling 138 respondents. The sample in this study was selected using the Stratified Random Sampling method and calculated using the Slovin formula, resulting in a sample size of 103 respondents. Data collection was conducted by distributing questionnaires. The results of the path coefficients for direct and indirect effects show that the quality of work life variable has a significant positive effect on job satisfaction, with a t-value > t-table (11.660 > 1.96) and a sig value of 0.000. Empowerment does not affect job satisfaction, with a t-value < t-table (0.506 < 1.96) and a sig value of 0.613. Public service has a significant positive effect on job satisfaction, with a t-value > t-table (5.536 > 1.96) and a sig value of 0.000. Job satisfaction does not affect employee performance, with a t-value < t-table (0.313 < 1.96) and a sig value of 0.755. The quality of work life has a significant positive effect on employee performance, with a t-value > t-table (3.655 > 1.96) and a sig value of 0.000. Empowerment has a significant positive effect on employee performance, with a t-value > t-table (5.570 > 1.96) and a sig value of 0.000. Public service does not affect employee performance, with a t-value < t-table (0.060 < 1.96) and a sig value of 0.952. The job satisfaction variable is not able to mediate the quality of work life, with a t-value < t-table (0.059 < 1.96) and a sig value of 0.953. Job satisfaction is not able to mediate empowerment, with a t-value < t-table (0.027 < 1.96) and a sig value of 0.979. Job satisfaction is not able to mediate public service, with a t-value < t-table (0.039 < 1.96) and a sig value of 0.957.

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1. INTRODUCTION

In the development of globalization, competition in improving human resources to improve skills, insights, and experience in order to support their careers at work is very tight. This can be marked by the fact that organizations are always emphasized to get good human resources, so that companies/organizations will recruit human resources that meet the criteria. Because quality human resources can provide good *feedback* for companies to survive the competition [1] .

Human resources in today's era are capital and important assets in a company or agency to support the running of its operations. The agency organization will not move and be well-systematized, without being backed up by qualified and competent human resources. In today's global competition, every agency strives and is required to obtain the right and competent human resources so that they can work according to existing needs. [2] . It would be good if HR received more attention from agencies , so that the organization is able to achieve its vision, mission and goals effectively [3] .

Competent human resources are the main thing in an organization and are an important concern so that the desired goals can be achieved optimally. [4] . Humans as actors in carrying out a

vision and mission must be able to run a system that has been created. Accuracy in selecting people will be one way to place people according to their abilities or expertise. Human resource management is needed in managing a activities can run smoothly without any obstacles, As a company progresses, various obstacles or influences arise in a company, so it is necessary to pay attention to employee performance, what influences employee performance, several alleged variables that influence employee performance such as procedural justice, quality of employee work life and also job satisfaction are several points that can influence employee performance in a company or agency. [5] .

Human resources are the key to the development of an organization. Human resource planning in an organization is important not only for the organization itself but also for the workforce concerned and for the community. Every employee in the sub-district office expects cooperation with the community so that everything can be well established. The ability of a community to work can be said to be good by looking at the performance they have. Therefore, in order to improve employee performance, it must be noted that human resources can work effectively and efficiently to display employee performance in realizing quality public services, which is a fundamental problem in several concepts of management and leadership, performance is also related to work achievements in sub-district office employees to be measured based on criteria or standards that should be applied [6] .

Quality of work life is a management system approach to coordinate and connect the potential of human resources, where the quality of work life in the organization as an effort of the leadership in meeting the needs of members and the organization simultaneously and continuously, therefore not only employees must be satisfied but employees must also be able to satisfy the organization with optimal performance. Quality of work life is a process in which organizations respond to employee needs by developing mechanisms to allow employees to provide full input and participate in making decisions and managing their work life in a company [7] .

According to (Mawu, 2018) in [8] , several indicators of the quality of work life are as follows:

a. Job satisfaction, the satisfaction referred to here refers to how far workers feel satisfied with the appreciation of their work results and various other supporting factors in the work environment such as support from office colleagues.
b. Workplace, here refers more to factors that cause stress in the work environment, an employee who has a heavy workload is more likely to experience stress and ultimately the worker experiences a poor quality of life.
c. Working hours and the length of the working period are considered to influence the overall quality of the workers' work.
d. The working environment conditions and the quality of work life of the officers certainly need to be given attention in order to achieve the organization's goals.
e. Fairness in the workplace, workplace conditions are also known to be able to influence workers. Fairness in the workplace refers to how fairly the company or management provides workers with their rights.

Government agencies are organizations consisting of a group of people selected based on procedures, which have been determined to carry out tasks in realizing good public services. Each government agency has goals that it wants to achieve by utilizing quality. The quality in question is in terms of improving human resources (HR), effectively and efficiently in order to improve the quality of public services. Efforts to realize good governance must be accompanied by elements of professionalism of employees at the Songgom sub-district office in providing quality work. The emphasis of professionalism is on the ability, skills, and expertise of employees in providing responsive, transparent, productive and efficient services. The quality of work carried out by employees at the sub-district office is one of the important tasks and cannot be ignored by the community (Pantow et al., 2019) .

That the organization as a procedure or effort carried out by several people to work together and actively interact. The depiction or arrangement of interactions can be through a structure to support efforts to achieve planned goals. The organization can achieve its goals if the activities in it are carried out in a structured and programmed manner based on what has been determined. The role of humans in the organization is quite vital, especially related to its position as a human resource as an important factor in maximizing work productivity. The presence of humans during the maximization of work productivity is closely related to other elements in the work system, for example the quality of service provided by the organization [9] .

That the performance of a worker is often explained as an effort to achieve tasks according to responsibilities: workers or employees are required to refer to work programs during work in order to show the level of organizational performance in achieving its vision, mission and goals. [10] . If performance is an achievement or work achievement obtained by an individual or a group of individuals. Employee performance is the level of employee success while carrying out their responsibilities and duties. Mathis & Bangun (2022) in [11] conveys that performance is everything that employees do or do not do. Employee performance affects the number of employees who contribute to a company's performance. Job satisfaction is the first factor that affects employee performance.

Kinicki and Kreitner (2019) in [11] explain that job satisfaction is an attitudinal or emotional response to several aspects of work. This definition means that job satisfaction is not the main concept. Relatively, individuals will feel satisfied with one aspect of work, and can experience dissatisfaction with one or more aspects. Job satisfaction is a positive feeling about work tasks that are the result or achievement of evaluating the characteristics in them. The next factor is motivation. The workforce is the most important asset for a company or organization. The workforce determines the success of the organization in achieving its goals. Employees with low quality while carrying out their duties can trigger the organization or company to have difficulty in achieving their goals, and vice versa. High performance in a person can come from high support or motivation. On the other hand, if someone has low performance, then he does not get sufficient motivation. Work motivation is a driver or essential thing that occurs in the work environment or conditions in an organization. The success or failure of an organization is often associated with the work motivation of its employees [12] .

Advanced factors, namely mutations. According to Hasibuan's (2019) explanation, mutations are changes in position/position/workplace/work that are carried out vertically or horizontally within the company. [13] . Mutation can include several definitions. First, mutation is the activity of moving employees from one workplace to another section or work unit or moving employees from a work unit with excess workers to a unit that is short of workers or that requires new workers. Mutation i is related to the stage of transferring the function, task, responsibility, and employment status of employees to certain conditions. Second, mutation is moving employees from one task to another task in a work unit that is not different or in an organization which is often referred to as a transfer of tasks. According to (Rosmaini & Hasrudy Tanjung, 2019) performance is the result or level of success of a person as a whole during a certain period within carrying out tasks compared to various possibilities, such as work result standards, targets, or goals and criteria that have been determined in advance and agreed upon together [14] .

A sub-district is a part of the administrative area of the Indonesian government which is under the government of a Regency or City . A sub-district has a leader called a sub-district head and the area consists of several smaller government areas such as sub-districts and villages, each led by a sub-district head or village head. The general duties of a sub-district head as stated in Government Regulation Number 19 of 2008, article 15 concerning sub-districts, are to coordinate several activities consisting of: a) community development and empowerment; b) organizing a safe, orderly, and controlled society; c) implementing and enforcing laws; d) adding and maintaining facilities and infrastructure for the implementation of public services; e) running the wheels of government; f) directing and fostering village and/or sub-district government activities; and g) participating in implementing public services at the sub-district level [15] .

Empowerment of human resources can achieve the expected goals, so its implementation needs to be based on several indicators of HR empowerment, according to (Roller, 2018) in [16] , employees must be given several possibilities to be able to develop their abilities, namely:

a. Trust, refers to the power to reach their decisions in facing the challenges they face.
b. Authority, refers to the influence held within the administrative or strategic capabilities of the organization.
c. Responsibility, refers to the level of concern or responsibility of a person in carrying out the tasks or positions entrusted. Employees also expressed that my workload is very high and must be completed in a short time. Work pressure and lack of group member participation were said to make workers emotional due to receiving complaints from customers and reprimands from superiors.

The main task of the sub-district government is to serve the community assisted by several

employees based on their respective fields. In the public service system that must be completed through the sub-district office, among others, services to provide a cover letter to the civil registration office in order to make a Population Identification Card (KTP). This task is one of the general tasks of the sub-district, namely serving the community in managing population administration. The areas of public service that must go through the sub-district office include: a) government and peace and order (trantib); b) economy and development; c) community and services; and d) PPAT services [17] .

A quality service system is the existence of standardization provided by service providers with the aim of resolving obstacles or problems experienced by service recipients (the community) and this can be measured through community satisfaction. Basically, public services must be able to provide hope for the community that their needs can be met , public services are said to be running effectively and efficiently if service recipients get convenience in taking care of a document, the procedure is clear, the time needed by the community is short and does not wait long, the costs charged are free according to what is stated or cheap if charged to the community, and the documents needed are completed properly and as expected [18] .

To see the quality of this service, researchers will use a combination of service quality theories according to Lavine & Kotler in [19] which consists of 7 (seven) indicators, namely:

a. *Reliability*, related to the ability of employees to serve the public reliably and accurately.
b. *Responsiveness*, relates to the ability of employees to respond to various hopes, desires, aspirations and demands of the community regarding the provision of public services.
c. *Assurance* is related to employee attitudes and employee abilities to guarantee quality so as to foster trust and confidence in the community .
d. *Empathy* (empathy) , relates to employee attention to the community by trying to understand the needs and desires of the community.
e. *Tangible* (physical evidence), related to the appearance of physical facilities, service equipment, and supporting facilities and infrastructure for good service.
f. *Responsibility* (responsibility/responsibility), relates to the ability of employees to serve the community without violating established regulations or referred to as responsibility .
g. *Accountability* (accountability/responsibility), relates to the level of conformity that occurs between service providers and the values and rules that exist in society and are held by *stakeholders* .

Public service can be defined as providing services or can be called serving the needs of the community who have an interest in the organization in accordance with the established rules and procedures. [20] . Public service is an activity of a person or group of people accompanied by basic factors of a certain system, procedure and method to fulfill the rights and interests of others. The purpose of public service includes preparing public services according to the wishes or needs of the public and stating the choices and methods of access provided by the government to the public appropriately.

2. METHOD STUDY

The location of this study was conducted at the Songgom District Office, Brebes Regency, Central Java. In this study there are 3 variables, namely dependent variables, independent variables and intervening variables. The quantitative approach method was used in this study. Quantitative methods are known as conventional methods because they have been used for years, so they have become a tradition in research. The analysis method in this study uses descriptive and inferential Partial Least Square (PLS) analysis. This method is also known as a positivistic method because it is based on the philosophy of positivism. In addition, this method is considered a scientific method because it meets scientific criteria, such as concrete, empirical, objective, measurable, rational, and systematic. This method is often referred to as a discovery method because through this method, various new knowledge and science can be discovered and developed. Finally, this method is called a quantitative method because the research data is in the form of numbers and the analysis process involves the use of statistics [30].

Variables, namely the endogenous variables used in this study are the quality of work life, empowerment and public services ; the exogenous variables in this study are employee performance. which is given the symbol Y; and the *intervening variable* in this study is job satisfaction. The framework of this study is as follows.

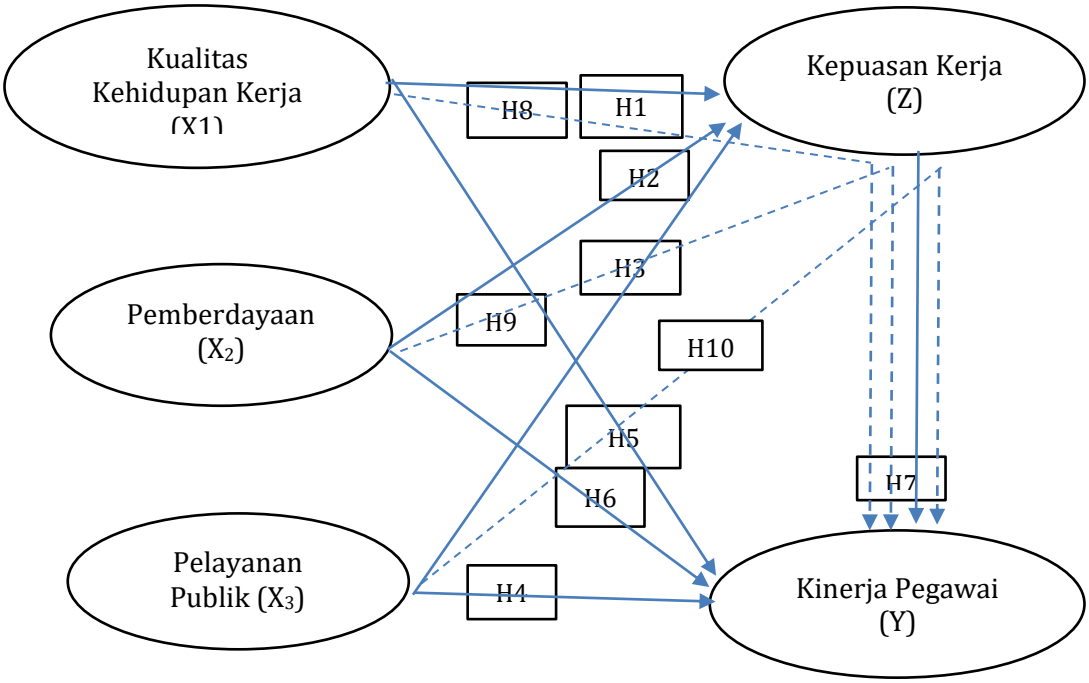


Figure 1. Framework of Thought

The population in this study were all employees working in offices throughout Songgom District, totaling 138 respondents. This population includes all employees from various sections and levels of positions in the sub-district offices. The sample in this study used the Slovin formula with a margin of error of 10%, obtained 103 respondents. In taking samples for this study, a questionnaire was distributed. The subjects of this study were employees who worked in offices throughout Songgom District as sources who became sources of research data. The object of this study was the performance of employees who worked in offices throughout Songgom District as the main problem.

The data analysis technique in this study is quantitative data analysis using the help of SmartPLS 4.0 Statistic Software, namely the application of Structural Equation Modeling-Partial Least Square (SEM-PLS). The reason researchers use SEM-PLS, in this study there are intervening variables. A data analysis technique that aims to describe and summarize data systematically, objectively, and in detail [21] . The main purpose of descriptive analysis is to provide a comprehensive picture of the characteristics of the variables observed in a study. This analysis is generally carried out in the early stages of the research process to understand the distribution, patterns, and relationships between variables.

Definition of variables is used to measure or observe a particular construct or concept in the context of research. Operational definition of variables is a view of the meaning or terms used in research. The operational definition used in this study is then described into empirical indicators, so the researcher groups the following operational definitions.

Table 1. Indicators and Sub-Indicators of Quality of Work Life Variables (X_1)

Variables	Indicator	Sub Indicators
Quality Life Work (X_1)	Job satisfaction	Opportunity to use and develop workers' abilities
		Matching allowances and bonuses with performance
	Workplace	Safe and healthy working environment
		Facilities provided
	Working hours	Appropriate and fair compensation
		Adequate rest time during working hours
	Working environment conditions	Social interaction in the workplace
		Adequate lighting in the workplace
	Justice at workplace	Employee rights in the office.
		Fairness in the provision of compensation and benefits

Source: (Mawu, 2018)

Table 2. Indicators and Sub Indicators of Empowerment Variables (X_2)

Variables	Indicator	Sub Indicators
Empowerment (X_2)	Trust	The work done is important
		Work activities have meaning
		Care about what you do
	Authority	Determine for yourself how the work is done
		Have autonomy to make decisions in the work process
		Opportunity to choose how to do the job
	Responsibility	Have a big impact on events within the department
		Have control over events within the department
		The work done has an influence on the results achieved by the company

Source: (Roller, 2018)

Table 3. Indicators and Sub-Indicators of Public Service Variables (X_3)

Variables	Indicator	Sub Indicators
Service Public (X_3)	Reliability	The service provided is as promised
		The degree of conformity of the service received to that promised
	Responsiveness	Employee readiness to respond to requests from the public
		Speed in responding to customer requests or complaints
	Guarantee	Politeness of officers in serving the public
		Staff knowledge and skills in providing services
	Empathy	The attitude of employees in providing attention to the community regardless of social status
		Concern for customer issues
	Physical Evidence	Availability of adequate facilities, infrastructure and services (such as: waiting room, bathroom, Wifi/internet, etc.).
		Cleanliness and tidiness of company facilities
	Responsibility	Employees serve the community with full responsibility
		Discipline in completing tasks according to deadlines
	Accountability	Employees complete services according to rules or SOPs
		Clarity in reporting work progress and results achieved

Source: (Fitriyah & Arif, 2023)

Table 4. Indicators and Sub-Indicators of Job Satisfaction Variable (Z)

Variables	Indicator	Sub Indicators
Satisfaction Work (Z)	Work	Compliance with existing capabilities
		Diversity in the types of tasks assigned
	Supervision	There is supervision from superiors
		The ability of the superior to lead and direct the team
	Wages	On time and according to workload
		Suitability of salary to workload and responsibilities
	Promotion	There is openness for all employees
		Availability of promotional opportunities within the organization
	Co-Worker	Harmonious relationships with co-workers
		Willingness of coworkers to help each other

Source: (Smith, Kendal, Hulin in Mangkunegara, 2023)

Table 5. Indicators and Sub Indicators of Employee Performance Variables (Y)

Variables	Indicator	Sub Indicators
Performance Employee (Y)	Quantity work	Have standards in working
		Have skills and abilities
	Quality work	Have quality in working
		Have good performance
	Accuracy time	Work on time
		Time discipline
	Ability cooperation	Teamwork
		Able to work together with colleagues

Source: Processed data

3. RESULTS AND DISCUSSION

a. Respondent Description

The respondent's identity based on gender can be seen on table 6, following:

Table 6. Respondents by Gender

No	Item	Frequency (People)	Percentage (%)
1	Man	55	56 ,00%
2	Woman	48	44 ,00%
	Total	103	100%

Source: Smart PLS Output

Based on table 6, it shows that from a total of 103 respondents who were sampled in the study, 55 respondents (53.4%) were male and 48 respondents (46.6%) were female. This distribution shows that the research sample has a relatively balanced representation between men and women. The identity of respondents based on age can be seen on the following table:

Table 7. Respondents by Age

No	Item	Frequency (People)	Percentage (%)
1	20 -25 years	30	29.13%
2	Between 2 6 – 30 years	2 5	24.27%
3	Between 31 – 35 years old	20	19.42%
4	Between 36 – 40 years	15	14.56%
5	Between 41 – 45 years old	8	7.77%
	> 46 years	5	4.85%

Source: Smart PLS Output

Based on table 7, it shows the age distribution of respondents. The majority of respondents are in the age range of 20-30 years, with 30 respondents (29.1%) aged 20-25 years and 25 respondents (24.3%) aged 26-30 years. Other age ranges are also represented in the sample, although in smaller numbers. This shows that the sample covers a range of age stages that are relevant in the context of research on the influence of certain factors on employee performance.

As for the respondent's identity based on his last education, it can be seen on table following

Table 8. Distribution of Respondents Based on Last Education

No.	Last education	Amount
1	SD	5
2	JUNIOR HIGH SCHOOL	10
3	SENIOR HIGH SCHOOL	20
4	D1	8
5	D2	15
6	D3	25
7	D4	12
8	S1	5
9	S2	3
Total		103

Source: Processed primary data, 2024

Based on table 8, it describes the respondents' last level of education. There is significant variation in education levels, ranging from primary education to higher education. The largest number of respondents had a D3 education (25 respondents or 24.3%), followed by high school (20 respondents or 19.4%) and D2 (15 respondents or 14.6%). Higher education such as S1 and S2 have smaller numbers, namely 5 and 3 respondents respectively. Data analysis processed using SmartPLS was carried out with 3 models, according to Ghozali & Latan, (2015:7) the PLS measurement model consists of: measurement model (outer model), structural model (inner model), Goodness of Fit (GoF) criteria, and hypothesis testing.

b. Validity Test Results

The loading factor value of 0.5 to 0.6 is still acceptable, convergent validity can be met when each variable has an AVE value above 0.5 . The AVE value of the *green marketing variable,*

destination image, innovation, visitor satisfaction and repeat visit interest have had a loading value above 0.5. Thus it can be stated that each variable has good *discriminant validity (valid questionnaire).*

Table 9. AVE Validity Test Results

Variables	AVE Value	AVE Root
Job satisfaction	0.725	0.851
Employee Performance	0.754	0.868
Quality of Work Life	0.816	0.903
Public service	0.719	0.848
Empowerment	0.693	0.832

Source: Smart PLS Output

In table 9, it can be seen that each variable in this study has an AVE value above 0.5, so it can be concluded that this study has met the *convergent validity test* , because the item and AVE values of each variable have values above 0.5.

Reliability Test Results

Table 10. Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Composite Reliability
Job satisfaction	0.904	0.929
Employee Performance	0.945	0.955
Quality of Work Life	0.943	0.957
Public service	0.934	0.947
Empowerment	0.944	0.953

Source: Smart PLS Output

Cronbach Alpha measures the lowest value of a variable's reliability so that the composite reliability value is > 0.6 and the Cronbach Alpha value is > 0.60. A research instrument is said to be reliable *if* the *Cronbach's Alpha value* is > 0.60 . Based on the data presentation in table 10, it can be seen that *the Cronbach's Alpha value* of each research variable is > 0.7. These results can indicate that each variable.

Inner Model Testing

Table 11. *Path Coefficients* Results

Variables	Job satisfaction	Employee Performance
Job satisfaction		-0.014
Employee Performance		
Quality of Work Life	0.595	0.576
Public service	0.452	-0.043
Empowerment	-0.044	0.437

Source: Processed Primary Data, 2024

Equations :

Job Satisfaction = 0.595 (Quality of Work Life) - 0.044 (Empowerment) + 0.452 (Public Service)

Employee Performance = 0.576 (Quality of Work Lif) + 0.437 (Empowerment) - 0.043 (Public Service) - 0.014 (Job Satisfaction)

***Coefficient of Determination* (R ²)**

The coefficient of determination is used to measure how far the model's ability to explain the variation of the dependent variable is spread between zero and one. The way to find out how big the coefficient value is is by multiplying the *r-square value* by 100%, if the result is more than 67%, then it can be indicated a good determination coefficient, if less than 67% but more than 33% then it indicates a moderate determination coefficient and if less than 33% but more than 19% indicates a weak determination coefficient.

Table 12. *Coefficient of Determination* (R2)

Variable	R Square
Job satisfaction	0.915
Employee Performance	0.877

Source: Processed primary data, 2024

R square value of the endogenous variable of Job Satisfaction is 0.915. So it can be concluded that the influence of Quality of Work Life, Empowerment, Public Services on Job Satisfaction is 91.5 % . The *R square* value of the endogenous variable of Employee Performance is 0.877. So it can be concluded that Quality of Work Life, Empowerment, Public Services and Job Satisfaction on Employee Performance is 87.7 % .

Predictive Relevance is used to measure how good the observation values generated by the model are. A *Q-square* value greater than 0 indicates that the model has *predictive relevance* , while less than 0 indicates that the model does not have *predictive relevance* .

Table 13. Predictive *Relevance* Test (Q2)

	SSO	SSE	Q^2 (=1-SSE/SSO)
Job satisfaction	515,000	182,087	**0.646**
Employee Performance	721,000	252,853	**0.649**
Quality of Work Life	515,000	515,000	
Public service	721,000	721,000	
Empowerment	927,000	927,000	

Source: Processed Primary Data, 2024

Based on table 13, the value Q^2 *predictive relevance* for the endogenous latent variable Job Satisfaction of 0.646 and Employee Performance of 0.649 is greater than 0, so it can be concluded that the model already has *predictive relevance* because the Q-square value is greater than 0.

Testing Direct Effects and Mediation

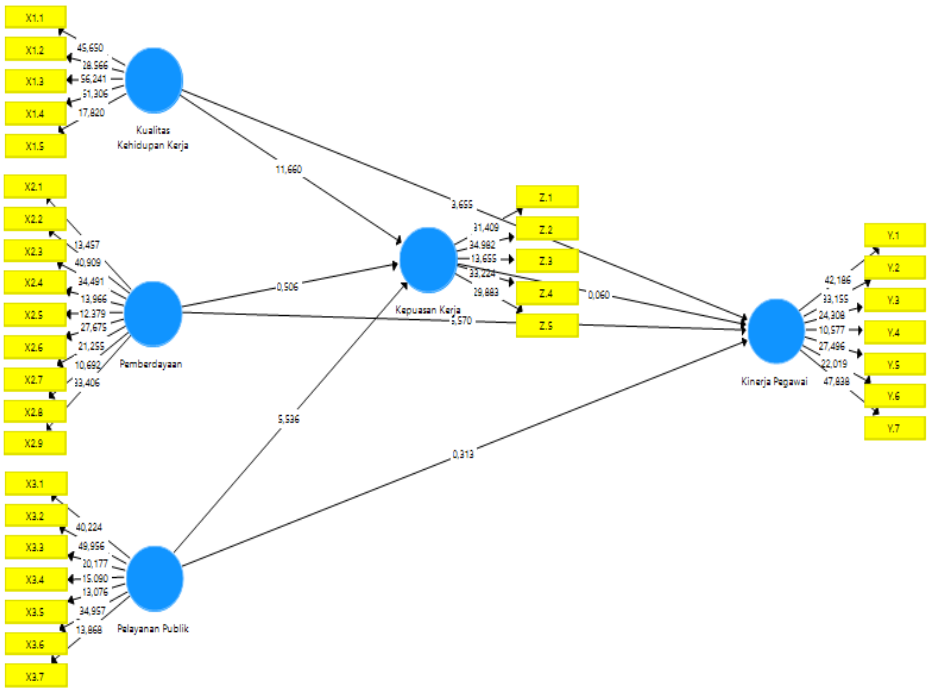


Figure 3. *Bootstrapping* Results

Table 14. Results of *Path Coefficients Direct Effect*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDE)	P Values
Job Satisfaction -> Employee Performance	-0.014	-0.010	0.230	**0.060**	**0.952**
Quality of Work Life -> Job Satisfaction	0.595	0.596	0.051	11,660	0.000
Quality of Work Life -> Employee Performance	0.576	0.573	0.158	3.655	0.000
Public Service -> Job Satisfaction	0.452	0.444	0.082	5,536	0.000
Public Service -> Employee Performance	-0.043	-0.055	0.139	**0.313**	**0.755**
Empowerment -> Job Satisfaction	-0.044	-0.037	0.086	**0.506**	**0.613**
Empowerment -> Employee Performance	0.437	0.447	0.079	5,570	0.000

Source: Processed primary data, 2024

Based on table 14, the following conclusions can be drawn:

a. The first hypothesis, testing whether the quality of work life affects job satisfaction , the results show that the *t statistics value* is 11.660 which is greater than t table = 1.96 and also P values of 0.000 which is less than 0.05, it can be concluded that the quality of work life affects job satisfaction , so H1 is accepted .
b. The second hypothesis, testing whether empowerment has an effect on job satisfaction , the results show that the *t statistics value* is 0.506 which is smaller than the t table = 1.96 and also the P values are 0.6 13 which is greater than 0.05, so it can be concluded that empowerment has an effect on job satisfaction. has no effect on job satisfaction , so H2 is rejected .
c. The third hypothesis, testing whether public services have an effect on job satisfaction , the results show that the *t statistics value* is 5,536 which is greater than the t table = 1.96 and also the P values are 0.000 which is less than 0.05, so it can be concluded that public services have an effect on job satisfaction , so H3 is accepted .
d. The fourth hypothesis, testing whether public services have an effect on employee performance , the results show that the *t statistics value* is 0.313 which is smaller than the t table = 1.96 and also the P values are 0.755 which is greater than 0.05, so it can be concluded that public services have an effect on employee performance. does not affect employee performance , so H4 is rejected .
e. The fifth hypothesis, testing whether the quality of work life affects employee performance , the results show that the *t statistics value* is 3.655 which is greater than the t table = 1.96 and also the P values are 0.000 which is less than 0.05, so it can be concluded that the quality of work life affects employee performance , so H5 is accepted .
f. The sixth hypothesis, testing whether empowerment has an effect on employee performance , the results show that the *t statistics value* is 5,570 which is greater than the t table = 1.96 and also the P values are 0.000 which is less than 0.05, so it can be concluded that empowerment has an effect on employee performance , so H6 is accepted .
g. The seventh hypothesis, testing whether job satisfaction has an effect on employee performance , the results show that the *t statistics value* is 0.060 which is smaller than the t table = 1.96 and also the P values are 0.952 which is greater than 0.05, so it can be concluded that job satisfaction does not have an effect on employee performance. influences employee performance , so H7 is rejected .

Table 15. Results of *Path Coefficients Indirect Effect*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Quality of Work Life -> Job Satisfaction -> Employee Performance	-0.008	-0.005	0.139	0.059	0.953
Public Service -> Job Satisfaction -> Employee Performance	-0.006	-0.001	0.105	0.039	0.957
Empowerment -> Job Satisfaction -> Employee Performance	0.001	-0.005	0.022	0.027	0.979

Source: Processed primary data, 2024

Based on table 15, the following conclusions can be drawn:

a. The eighth hypothesis, quality of work life has an influence on employee performance through job satisfaction as an intervening variable, the result is a *t statistics value* of 0.059 which is smaller than t table = 1.96 and also P values of 0.953 which is greater than 0.05. So it can be concluded that the quality of work unable to mediate the influence of quality of work life on employee performance, so H8 is rejected.
b. The ninth hypothesis, empowerment has an influence on employee performance through job satisfaction as an intervening variable, the result is a *t statistics value* of 0.027 which is smaller than t table = 1.96 and also P values of 0.979 which is greater than 0.05. So it can be concluded that the quality of work unable to mediate the influence of empowerment on employee performance, so H9 is rejected.
c. The tenth hypothesis, public service has an influence on employee performance through job satisfaction as an intervening variable, the result is a *t statistics value* of 0.039 which is smaller than t table = 1.96 and also P values of 0.957 which is greater than 0.05. So it can be concluded that the quality of work unable to mediate the influence of public services on employee performance, so H10 is rejected.

Table 1 6. Hypothesis Testing Results

No	Hypothesis	Information
1.	H_1 : Quality of work life has an influence on job satisfaction.	Accepted
2.	H_2 : Empowerment has an influence on job satisfaction	Rejected
3.	H3: Public services have a positive effect on job satisfaction.	Accepted
4.	H_4 : Quality of work life has an influence on employee performance.	Rejected
5.	H_5 : Empowerment has an influence on employee performance	Accepted
6.	H_6 : Public services have an influence on employee performance	Accepted
7.	H_7 : Job satisfaction has an influence on employee performance .	Rejected
8.	H_8 : Quality of work life has an influence on employee performance through job satisfaction as an intervening variable	Rejected
9.	H_9 : Empowerment has an influence on employee performance through job satisfaction as an intervening variable	Rejected
10.	H_{10} : Public services has an influence on employee performance through job satisfaction as an intervening variable	Rejected

Discussion of Research Results

a. Quality of work life has an influence on job satisfaction

Based on the explanation above, the first hypothesis, the quality of work life has a positive effect on job satisfaction is accepted. With the results of the t statistic value of 11.660> 1.96 and also P Values of 0.000 <0.05. So, for the first hypothesis (H1) is accepted with a significance value of < 0.05 , it can be concluded that the quality of work life has a positive and significant effect on job satisfaction. This study is in line with the study conducted by Prisilia A. Jacob, Bernhard Tewal and

Joy E. Tulung entitled The Effect of Occupational Safety Programs, Occupational Health and Quality of Work Life on Job Satisfaction of Employees of PT PLN (Persero) Suluttenggo Area Manado, 2017. The study resulted that the variable Quality of work life has a positive and significant effect on job satisfaction.

b. Empowerment has an influence on job satisfaction
Based on the explanation above, the second hypothesis is empowerment positive effect on job satisfaction is rejected. With the results of the t statistic value of 0.506 <1.96 and also P Values of 0.613> 0.05. So, for the second hypothesis (H2) is rejected with a significance value> 0.05, it can be concluded that empowerment does not have a positive and significant effect on job satisfaction. This study is in line with the study conducted by Titus Austyn, Tuty Lindawati and Dominicus Wahyu Pradana entitled The Effect of Employee Empowerment and Workplace Environment on Job Satisfaction and Employee Loyalty in UMKM Companies in Surabaya and Madura, 2017. The study resulted that the empowerment variable did not affect job satisfaction.

c. Public services have a positive effect on job satisfaction
Based on the explanation above, the third hypothesis, public service has a positive effect on job satisfaction is accepted. With the results of the t statistic value of 5.536 > 1.96 and also P Values of 0.000 < 0.05. So, for the third hypothesis (H3) is accepted with a significance value of < 0.05, then it can be concluded that public service has a positive and significant effect on job satisfaction. This study is in line with the study conducted by Rachmat Gustiana entitled The Influence of Employee Work Ability and Public Service Quality on Public Satisfaction in Receiving Public Services in Karawaci District, Tangerang City, 2017. The study found that the Public Service variable had a positive and significant effect on job satisfaction.

d. Quality of work life has an influence on employee performance
Based on the explanation above, the fourth hypothesis is that the quality of work life has a positive effect on employee performance is accepted. With the results of the t statistic value of 3.655 > 1.96 and also P Values of 0.000 < 0.05. So, for the fourth hypothesis (H4) is accepted with a significance value of < 0.05, it can be concluded that the quality of work life has a positive and significant influence on employee performance. This study is in line with the study conducted by Chaivin Muhammar Ridwan entitled Procedural Justice and Quality of Work Life Its Influence on Employee Performance with Intervening Variables of Job Satisfaction Case study at PT Bahagia Idkho Mandiri, 2021. The study found that the quality of work life variable had a positive and significant effect on performance.

e. Empowerment has an influence on employee performance
Based on the explanation above, the fifth hypothesis is empowerment . has a positive effect on employee performance is accepted. With the results of the t statistic value of 5.570 > 1.96 and also P Values of 0.000 < 0.05. So, for the fifth hypothesis (H5) is accepted with a significance value of < 0.05 , it can be concluded that empowerment has a positive and significant effect on employee performance . This study is in line with the study conducted by Septiana entitled The Influence of Transformational Leadership and Empowerment on Employee Performance with Job Satisfaction as an Intervening Variable, 2019. The research found that the empowerment variable had a positive and significant effect on performance.

f. Public services have an influence on employee performance
Based on the explanation above, the sixth hypothesis is that public services has a positive effect on employee performance is rejected. With the results of the t statistic value of 0.313 < 1.96 and also P Values of 0.755 > 0.05. So, for the sixth hypothesis (H6) it is rejected with a significance value of > 0.05 , it can be concluded that public service No has a positive and significant effect on employee performance . This study is in line with the study conducted by Mulyani, Sinarwati and Yuniarta who Analysis of the Influence of Public Service Motivation and Quality of Accounting Information Systems on the Performance of Public Sector Organizations with Accountability as a Moderating Variable (Case Study at the Buleleng Regency Health Office), 2017. The study resulted that the public service variable had no effect on performance.

g. Job satisfaction has an influence on employee performance
Based on the explanation above, the seventh hypothesis is job satisfaction. has a positive effect on employee performance is rejected. With the results of the t statistic value of 0.060 < 1.96 and also P Values of 0.952 > 0.05. So, for the seventh hypothesis (H7) it is rejected with a significance value of

> 0.05 , it can be concluded that job satisfaction No affect employee performance . This study is in line with the study conducted by Elizabeth Fauziek and Yanuar entitled the effect of job satisfaction on employee performance with work stress as a mediating variable, 2021. The study found that the job satisfaction variable had a positive and significant effect on performance.

h. Quality of work life has an influence on employee performance through job satisfaction as an intervening variable.
   Based on the explanation above, the eighth hypothesis, the quality of work life has an influence on employee performance through job satisfaction as an intervening variable is rejected. With the results of the t statistic value of 0.059 <1.96 and also P Values of 0.953> 0.05. So, for the eighth hypothesis (H8) is rejected with a significance value> 0.05, then it can be concluded that job satisfaction unable to mediate the quality of work life against employee performance. This study is in line with the study conducted by Ridwan & Muhammar entitled Procedural Justice and Quality of Work Life Its Influence on Employee Performance with Intervening Variables of Job Satisfaction Case study at PT Bahagia Idkho Mandiri , 2021. The study found that job satisfaction variables do not mediate the influence of quality of work life on performance.
i. Empowerment has an influence on employee performance through job satisfaction as an intervening variable.
   Based on the explanation above, the ninth hypothesis is empowerment. has an influence on employee performance through job satisfaction as an intervening variable is rejected. With the results of the t statistic value of 0.039 <1.96 and also P Values of 0.957> 0.05. So, for the ninth hypothesis (H9) is rejected with a significance value of> 0.05, it can be concluded that Job Satisfaction unable to mediate Empowerment to Employee Performance . This study is in line with the study conducted by Septiana entitled The Influence of Transformational Leadership and Empowerment on Employee Performance with Job Satisfaction as an Intervening Variable, 2019. The study found that the job satisfaction variable did not mediate the effect of empowerment on performance.
j. services have an influence on employee performance through job satisfaction as an intervening variable.
   Based on the explanation above, the tenth hypothesis is that public services has an influence on employee performance through job satisfaction as an intervening variable is rejected. With the results of the t statistic value of 0.039 <1.96 and also P Values of 0.957> 0.05. So, for the tenth hypothesis (H10) is rejected with a significance value> 0.05, it can be concluded that job satisfaction unable to mediate public services to employee performance. This study is in line with the study conducted by Medah, Foeh and Manafe entitled The Influence of Motivation, Mutation and Quality of Public Services on Employee Performance Through Job Satisfaction as an Intervening Variable , 2023. The study found that the job satisfaction variable did not mediate the influence of public services on performance.

4. CONCLUSION

Based on the results of the discussion, it can be concluded that the quality of work life has a positive effect on job satisfaction , meaning that the quality of work life that a person feels affects the level of job satisfaction. Empowerment has a positive effect on job satisfaction , meaning that the empowerment obtained does not affect the level of job satisfaction. Public services have a positive effect on job satisfaction , meaning that public services owned by employees affect the level of job satisfaction. Quality of work life does not affect employee performance. The quality of work life that a person feels does not affect the level of employee performance. Empowerment has a positive effect on employee performance , meaning that the empowerment given has an impact on employee performance. Public service has a positive effect on employee performance , meaning that the good or bad public service that employees have, affects employee performance. Job satisfaction does not affect employee performance , meaning that job satisfaction obtained does not affect employee performance levels. Job satisfaction is unable to mediate the influence of the quality of work life on employee performance , meaning that the job satisfaction obtained is unable to mediate the quality of work life on employee performance. Job satisfaction is not able to mediate the influence of empowerment on employee performance , meaning that the job satisfaction obtained is not able to mediate empowerment on employee performance. Job satisfaction is not able to mediate the influence of

public services on employee performance , meaning that the job satisfaction obtained is not able to mediate public services on employee performance.

Suggestion

Based on the research results, the researcher provides several suggestions divided into six important aspects. First, the quality of work life needs to be improved by focusing on work-life balance, a comfortable work environment, and management support. Second, employee empowerment needs to be optimized through training programs, increased responsibility, and decision-making opportunities to improve competence and motivation. Third, improving public services can be done with special training, efficient systems, and rewards for good performance. Fourth, evaluation of the quality of work life must be carried out periodically to ensure employee satisfaction and motivation. Fifth, developing job satisfaction can be strengthened with welfare programs, positive feedback, and communication between employees and management. Finally, performance improvement strategies need to be focused directly on competence, incentives, and better service standards for optimal results.

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