

The Influence of Quality of Work Life, Organizational Culture, and Competence on Employee Performance with Motivation as a Mediating Variable in Dinas Pekerjaan Umum dan Perumahan Permukiman Kabupaten Situbondo

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Abstract

This study aims to analyze the influence of quality of work life (QWL), organizational culture, and competence on employee performance with motivation as a mediating variable in Dinas Pekerjaan Umum dan Perumahan Permukiman Kabupaten Situbondo. This study uses a quantitative approach with an explanatory method. The research sample consisted of 146 civil servants, which represented the entire population (saturated sample). Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) through SmartPLS 3.0 software. The results showed that QWL, organizational culture, and competence significantly influence employee performance. Motivation also significantly influences employee performance, but only mediates the influence of competence on performance, and does not mediate the influence of QWL and organizational culture on performance.

Keywords: Quality of work life, Organizational culture, Competence, Motivation, Employee performance.

INTRODUCTION

Human resources are a key asset in regional development, particularly in government agencies that require civil servants to provide professional public services free from corruption, collusion, and nepotism (KKN). Therefore, improving employee performance is a key factor in ensuring the effectiveness and accountability of public service delivery.

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Several factors believed to have a significant influence on employee performance are Quality of Work Life (QWL), organizational culture, and individual competence. QWL reflects employees' perceptions of fair compensation, a safe work environment, work-life balance, and opportunities for self-development. A strong organizational culture can shape collective behavior, increase loyalty, and create a conducive work climate. Meanwhile, competence reflects employees' technical skills, knowledge, and work attitude in performing their duties.

However, in practice, various challenges still exist. For example, at Dinas Pekerjaan Umum dan Purnakarya (DPUPP) Kabupaten Situbondo, there was a decrease in budget absorption from 93.20% in 2023 to 84.34% in 2024, indicating potential inefficiency in organizational performance management. Some employees have not received position allowances as stipulated, and others have not had the opportunity to participate in training to enhance their competencies.

Additionally, work motivation is viewed as a crucial factor that can strengthen or weaken the influence of organizational factors on employee performance. Previous research findings have shown diverse results regarding the role of motivation as a mediating variable, leaving a research gap that requires further exploration.

Based on this, this study aims to analyze the direct influence of QWL, organizational culture, and competence on employee performance, as well as to examine the mediating role of motivation among civil servants in the DPUPP Kabupaten Situbondo.

Research Objectives

1. To analyze the effect of quality of work life on employee performance.
2. To analyze the effect of organizational culture on employee performance.
3. To analyze the effect of competence on employee performance.
4. To analyze the effect of motivation on employee performance.
5. To analyze the mediating role of motivation in the effect of qwl, organizational culture, and competence on employee performance.

LITERATURE REVIEW

Quality of Work Life (QWL)

Quality of Work Life (QWL) is an individual's perception of the quality of the work environment, which includes aspects of physical, psychological, and social well-being in the workplace. According to Thakur & Sharma (2019), good QWL provides a sense of

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security, fair compensation, and opportunities for self-development, which ultimately encourages improved employee performance. QWL not only enhances job satisfaction but also influences employee loyalty and productivity.

Organizational Culture

Organizational Culture is a system of values, norms, and beliefs that are applied and shared within an organization, shaping the behavior of its members. Astuti (2022) states that a strong organizational culture can motivate employees and create a work environment that supports optimal performance. A positive culture helps create synergy, increase a sense of belonging, and foster adaptive work behavior.

Competence

Competence is a combination of knowledge, skills, and attitudes that a person must possess to perform tasks effectively. Suryani & Firmansyah (2021) emphasize that employees with adequate competence will find it easier to achieve performance targets. Competence is key to improving productivity, efficiency, and adaptability in the face of organizational change.

Motivation

Motivation is the internal and external drive that influences individuals to act toward achieving specific goals. Farmi et al. (2020) explain that high motivation increases employees' effort and enthusiasm in performing their tasks. Motivation can be a crucial factor in bridging the influence of other factors, such as competencies, on employee performance outcomes.

Employee Performance

Employee performance is the work output achieved by an individual in accordance with the standards set by the organization. Yusuf lis et al. (2022) state that employee performance is influenced by various factors, such as the work environment, motivation, organizational culture, and individual capabilities. Good performance has a positive impact on the achievement of organizational goals.

Conceptual Framework

This study is based on the assumption that employee performance is influenced by various internal organizational factors, including quality of work life (QWL),

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organizational culture, and competence. These three factors not only have a direct effect on performance but are also thought to have an indirect effect through the mediating variable of work motivation. Thus, the relationship between variables in this study is described as follows:

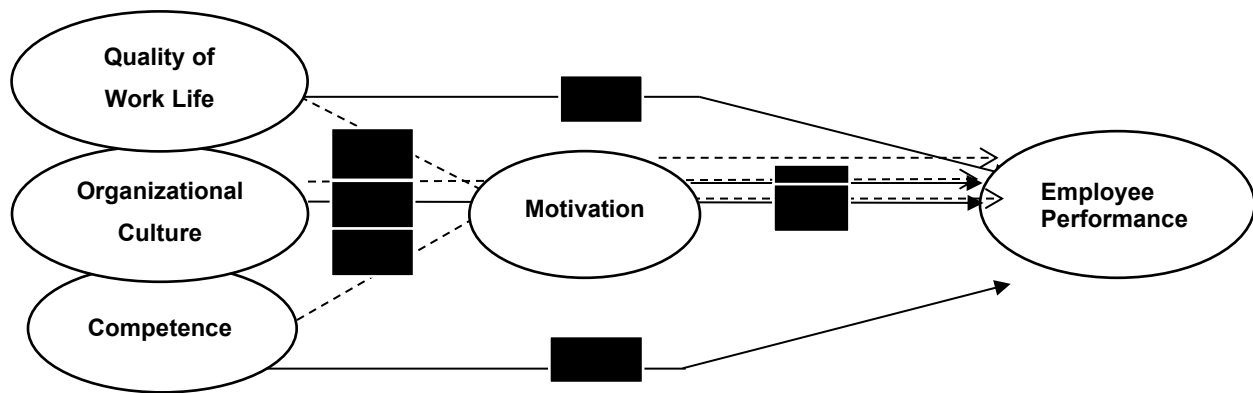


Figure 1. Conceptual Framework

Hypothesis

Quality of Work Life (QWL) is a work environment condition that considers employee welfare, including fair compensation, safe working conditions, development opportunities, work-life balance, and social engagement in the work environment. Previous studies (MH Thamrin et al., 2023; Thakur & Sharma, 2019) have demonstrated that QWL has a positive and significant impact on employee performance. Based on this statement, the following hypothesis can be formulated:

H1: Quality of Work Life has a significant impact on employee performance

Organizational culture is a system of values, customs, and behavioral patterns shared within an organization. A strong organizational culture can foster a sense of belonging and commitment among employees. Previous research (Astuti, 2022; Saebah & Merthayasa, 2024) indicates that organizational culture has a positive impact on employee performance. Based on this statement, the following hypothesis can be formulated:

H2: Organizational culture significantly influences employee performance

Competence is an individual's ability that includes knowledge, skills, attitudes, and the ability to complete tasks effectively. Research results (Situmorang et al., 2023; Widiastini et al., 2023) show that competence significantly influences improvements in

employee performance. Based on this statement, the following hypothesis can be formulated:

H3: Competence has a significant effect on employee performance

Motivation is an internal drive that encourages employees to strive to achieve work goals. According to McClelland's theory, motivation consists of the need for achievement, the need for power, and the need for affiliation. Previous research (Ştefan et al., 2024; Yusuf Iis et al., 2022) found that motivation significantly influences employee performance and can act as a mediating variable in some relationships. Based on this statement, the following hypothesis can be formulated:

H4: Motivation significantly influences employee performance.

Quality of Work Life (QWL) refers to working conditions that prioritize employee well-being, such as fair compensation, safe working conditions, capacity development, and work-life balance. According to (Farmi et al., 2020; Hartini, 2024), QWL influences performance through motivation. Employees who experience a high-quality work environment tend to be more motivated and produce better performance. Based on this statement, the following hypothesis can be formulated:

H5: Quality of Work Life significantly influences employee performance through motivation

A strong organizational culture, such as a clear mission, employee engagement, and adaptability, is believed to drive work motivation. According to (Saputra & Suwandana, 2024), motivation can mediate the influence of organizational culture on employee performance. A healthy organizational culture creates a work environment that fosters enthusiasm and motivation. Based on this statement, the following hypothesis can be formulated:

H6: Organizational culture significantly influences employee performance through motivation

Competence encompasses knowledge, skills, attitudes, and abilities that support employees in performing their duties. According to (Selviana et al., 2020; Setyowati et al., 2023), motivation serves as a bridge between competence and performance. Employees with high competencies and strong work motivation will demonstrate more optimal performance. Based on this statement, the following hypothesis can be formulated:

H7: Competency significantly influences employee performance through



RESEARCH METHOD

This study uses a quantitative approach with explanatory research aimed at testing and explaining the relationship between the variables of quality of work life (QWL), organizational culture, and competence on employee performance with motivation as a mediating variable. The population is all civil servants (ASN) in the Public Works and Housing Agency of Situbondo Regency, totaling 146 people. The sampling technique used was a saturated sample, meaning the entire population was included as the sample, resulting in 146 respondents being studied. Data collection was conducted using a questionnaire designed using a 5-point Likert scale, ranging from “Strongly Disagree” to “Strongly Agree.” Data analysis was performed using the Structural Equation Modeling - Partial Least Square (SEM-PLS) method with the assistance of SmartPLS 3.0 software.

RESEARCH RESULTS

There were 146 respondents in this study, all of whom were civil servants (ASN) at Dinas Pekerjaan Umum dan Perumahan Permukiman Kabupaten Situbondo. Based on the data analysis, the characteristics of the respondents can be described as follows:

1. Based on gender, the majority of respondents were male, totaling 126 people (86.3%), while female respondents numbered 20 people (13.7%). This dominance of male respondents aligns with the characteristics of work in the public works field, which involves a significant amount of technical and field-based activities.
2. Based on age, the majority of respondents were in the 41–50 age group, totaling 63 people (43.2%). Additionally, respondents aged over 50 years old numbered 61 (41.8%), those aged 31–40 years old numbered 19 (13.0%), and those aged 21–30 years old numbered 3 (2.0%). This indicates that the majority of employees are in their mature and productive years, with most nearing the end of their working careers.
3. Based on their highest level of education, the majority of respondents were high school graduates or equivalent, totaling 72 people (49.3%), followed by bachelor's degree (S1) graduates, totaling 62 people (42.4%), master's degree (S2) graduates, totaling 10 people (6.8%), and diploma (D3) graduates, totaling 2 people (1.3%). This data indicates that most employees have a secondary education, but the number of employees with higher education (S1 and S2) is also quite significant.
4. Based on length of service, the majority of respondents have 11–20 years of service, totaling 93 people (63.7%). Respondents with 1–10 years and 21–30 years of service numbered 26 (17.8%) each, while respondents with more than 30 years of service



numbered 1 (0.7%). This indicates that most employees have considerable work experience and understand the work processes at the agency.

Validity and Reliability Tests

1. Convergent Validity can be assessed based on the factor loading value on the latent variable with its indicators, which is considered valid if the factor loading coefficient is greater than 0.70.

Table 1. Convergent Validity Calculation Results

Variable	Indicator	Loading Factor		Description
		Score	Rule of Thumb	
Quality of Work Life (X ₁)	X _{1.1}	0.745	0,700	Valid
	X _{1.2}	0.742	0,700	Valid
	X _{1.3}	0.733	0,700	Valid
	X _{1.4}	0.720	0,700	Valid
	X _{1.5}	0.748	0,700	Valid
	X _{1.6}	0.815	0,700	Valid
	X _{1.7}	0.791	0,700	Valid
	X _{1.8}	0.746	0,700	Valid
Organizational Culture (X ₂)	X _{2.1}	0.745	0,700	Valid
	X _{2.2}	0.863	0,700	Valid
	X _{2.3}	0.808	0,700	Valid
Competence (X ₃)	X _{3.1}	0.780	0,700	Valid
	X _{3.2}	0.865	0,700	Valid
	X _{3.3}	0.802	0,700	Valid
	X _{3.4}	0.825	0,700	Valid
	X _{3.5}	0.924	0,700	Valid
	X _{3.6}	0.834	0,700	Valid
Employee Performance (Y)	Y _{.1}	0.870	0,700	Valid
	Y _{.2}	0.806	0,700	Valid
	Y _{.3}	0.921	0,700	Valid
	Y _{.4}	0.813	0,700	Valid
	Y _{.5}	0.873	0,700	Valid



Motivation (Z)	Z ₁	0.943	0,700	Valid
	Z ₂	0.959	0,700	Valid
	Z ₃	0.942	0,700	Valid

Source: Data processed, 2025

Based on Table 1, it is known that each variable indicator has a value of ≥ 0.7 , so all indicators are declared valid.

1. *Discriminant Validity*, this can be done by comparing the coefficients of the Square Root Average Variance Extracted ($\sqrt{AVE}$) for each variable with the correlation values between variables in the model, which can be considered valid if the $\sqrt{AVE}$ in the research model is greater than 0.50 based on the expected correlation values.

Table 2. Discriminant Validity Calculation Results

Variable	Loading Factor		Description
	Score	Rule of Thumb	
Quality of Work Life (X ₁)	0.571	0,500	Valid
Organizational Culture (X ₂)	0.651	0,500	Valid
Competence (X ₃)	0.705	0,500	Valid
Motivation (Z)	0.899	0,500	Valid
Employee Performance (Y)	0.736	0,500	Valid

Source: Data processed, 2025

Based on Table 2, it is known that each variable indicator has a value of ≥ 0.5 , so all indicators are declared valid.

2. *Uji Reliabilitas*, data can be considered reliable if the composite reliability and Cronbach's alpha have values above 0.70.

Table 3. Composite Reliability Calculation Results

Variabel	Composite Reliability		Description
	Score	Rule of Thumb	
Quality of Work Life (X ₁)	0.914	0,700	Reliabel
Organizational Culture (X ₂)	0.848	0,700	Reliabel
Competence (X ₃)	0.935	0,700	Reliabel
Motivation (Z)	0.964	0,700	Reliabel



Employee Performance (Y)	0.933	0,700	Reliabel
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Source: Data processed, 2025

Based on Table 3, it is known that the Composite Reliability (CR) value is ≥ 0.7 , so all indicators are declared reliable.

Table 4. Cronbach's Alpha Calculation Results

Variable	Cronbach's Alpha		Keterangan
	Score	Rule of Thumb	
Quality of Work Life (X_1)	0.893	0,700	Konsisten
Organizational Culture (X_2)	0.730	0,700	Konsisten
Competence (X_3)	0.916	0,700	Konsisten
Motivation (Z)	0.944	0,700	Konsisten
Employee Performance (Y)	0.909	0,700	Konsisten

Source: Data processed, 2025

Based on Table 4, it is known that Cronbach's Alpha value is ≥ 0.7 , so all indicators are declared consistent.

Structural Model Analysis (Inner Model)

1. Coefficient of determination (R^2)

The results of the R square calculation are shown in Table 5 below.

Table 5. R square calculation results

Variable	R-Square	Description
Employee Performance (Y)	0.818	Kuat
Motivation (Z)	0.842	Kuat

Source: Data processed, 2025

2. Predictive Relevance (Q^2)

The Q^2 score was 0.9104 or 91.04%, which is close to 1, indicating that the exogenous latent variable is able to predict the endogenous variable well.

3. Goodness of Fit (GoF)

Determining the strength of the model based on Goodness of Fit (GoF) measurements, namely 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small)

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Table 6. Goodness of Fit (GoF) Calculation Results

Rerata Communality	Rerata R-square	GoF
0,712	0,830	0,590

Source: Data processed, 2025

Based on Table 6, it can be seen that the GoF Index value is $0.590 > 0.36$, which can be categorized as high. Thus, this study shows that the measurement and structural models are fit or good.

Path Diagram Construction

Path diagram construction uses the SmartPLS 3.0 application by combining the inner model and outer model, which contain arrows indicating the direction of causal relationships (positive or negative) between variables in the path diagram shown in Figure 2 below.

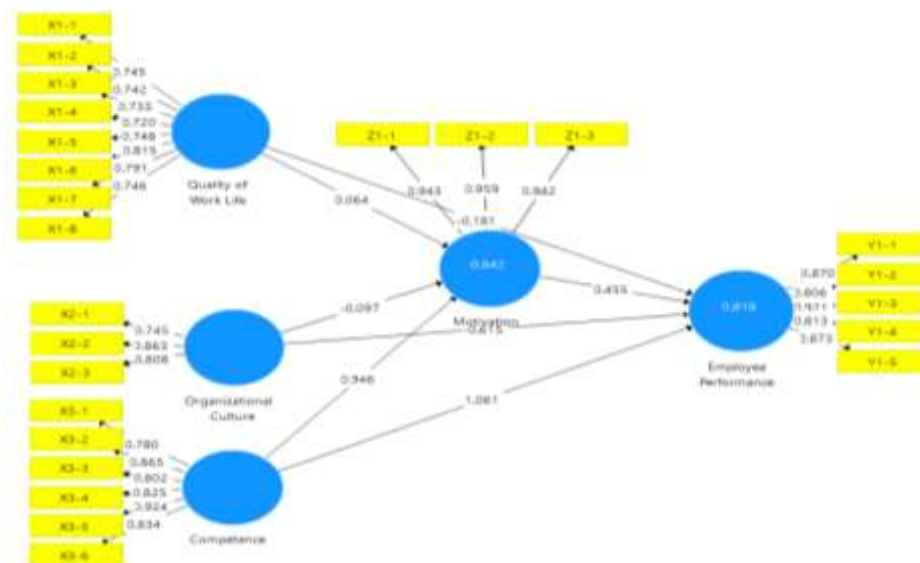


Figure 2. Path Diagram

DISCUSSION

1. The Effect of QWL on Employee Performance

The results of the study indicate that QWL has a significant effect on employee performance. Fair compensation, a safe working environment, and adequate development opportunities directly increase employee productivity

2. The Effect of Organizational Culture on Employee Performance

Organizational culture also significantly influences employee performance. Alignment with the mission, employee engagement, and adaptation to organizational challenges are crucial in enhancing performance.

3. The Influence of Competence on Employee Performance

Competence has a positive and significant impact on employee performance. Employees who possess the right knowledge, skills, and attitudes are able to complete tasks effectively and efficiently.

4. The Influence of Motivation on Employee Performance

Motivation has a significant impact on performance. Motivated employees tend to exhibit high energy, commitment, and consistent work behavior, which contribute to better performance outcomes.

5. The Mediating Role of Motivation

Motivation mediates the influence of competence on employee performance, indicating that competent employees will demonstrate better performance if supported by strong motivation. However, motivation does not mediate the influence of QWL and organizational culture on employee performance.

The novel contribution of this study lies in demonstrating that work motivation has a specific role in bridging competence to performance, but not for QWL and organizational culture, which have been assumed in the literature as broadly mediable influences. This provides insights that, in the context of local public organizations, direct influences remain more dominant than indirect influences, except in the aspect of competence.

CONCLUSION

This study aims to examine the influence of quality of work life (QWL), organizational culture, and competence on employee performance, as well as to examine the role of motivation as a mediating variable. Based on the results of data analysis and discussion, the following conclusions were obtained:

1. QWL, organizational culture, competence, and motivation each have a significant effect on employee performance. This means that the better the quality of work life, organizational culture, and employee competence, the higher the performance.
2. Motivation only mediates the effect of competence on employee performance significantly, but does not act as a mediator in the relationship between QWL and organizational culture on performance.



3. These results indicate that the direct influence of QWL and organizational culture on performance is stronger than through motivation, while competence has a dual effect: direct and through increased work motivation.

This study contributes to strengthening the theory of motivation and competence in the public sector, particularly in local government agencies. Its scientific contribution is to confirm that the mediating role of motivation does not always occur in all variable relationships within the performance model, challenging some assumptions in previous literature. The impact of these research findings is to provide policy recommendations for agency leaders to prioritize enhancing employee competence through continuous training and creating a work environment that directly supports work performance.

The limitations of this study lie in its scope, which only involves one agency and one district, so the results cannot be generalized to other agencies or different regions. In addition, the use of quantitative data based on perception also limits the ability to capture the deeper dynamics of motivation.

Recommendations for future research include developing a model that incorporates moderator variables such as leadership style or job satisfaction, as well as using a mixed methods approach to gain a more comprehensive understanding of the factors that influence civil servant performance.

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