



# International Conference on Finance, Economics, Management, Accounting and Informatics

“Digital Transformation and Sustainable Business: Challenges and Opportunities for Higher Education Research and Development”

## Quality of Work Life, Career Development, and Interpersonal Communication Effects on Employee Performance

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### Abstract

Employee performance optimization within public sector organizations constitutes a critical determinant influencing institutional effectiveness and service delivery quality. This research examines the quality of work life, career development, and interpersonal communication impacts on employee performance at the North Sumatra Provincial Inspectorate Office. Employing quantitative methodology with the saturated sampling technique involving 61 functional auditors, data analysis utilizes multiple linear regression. Empirical findings reveal quality of work life, career development, and interpersonal communication exert positive and significant influences on employee performance both partially and simultaneously, explaining 81.1% performance variance with the remaining 18.9% attributed to unexamined organizational factors. These findings underscore human resource management strategies prioritizing improvements in work environment quality, facilitation of professional development, and cultivation of effective communication.

**Keywords:** Quality of Work Life, Career Development, Interpersonal Communication, Employee Performance, Public Sector

### Introduction

Employee performance represents fundamental determinant of organizational success, particularly within public institutions responsible for governmental oversight and accountability functions (Robbins & Judge, 2020). Performance reflects the extent to which individuals fulfill assigned responsibilities and contribute toward institutional goal achievement. Contemporary organizational research identifies multiple interconnected factors influencing performance trajectories, including quality of work life (QWL), career development opportunities, and interpersonal communication effectiveness (Armstrong & Taylor, 2020).

Quality of work life encompasses working conditions resulting from interactions between individuals and work environments, determining employee satisfaction, motivation, and productivity levels (Sirgy et al., 2021). Supportive work environments characterized by fair compensation, safe conditions, adequate resources, and work-life balance enhancement positively influence employee well-being and performance outcomes (Koommee et al., 2020). Organizations prioritizing QWL improvement demonstrate superior employee retention, engagement, and productivity compared to those neglecting workplace quality dimensions (Ukko et al., 2022).

Career development represents systematic processes designed to enhance individual knowledge, skills, and competencies supporting professional advancement within organizational contexts (Noe et al., 2020). Clear career paths and developmental opportunities encourage continuous learning, skill acquisition, and organizational commitment (Dysvik & Kuvaas, 2020). Employees perceiving advancement possibilities exhibit heightened motivation, performance excellence, and long-term organizational loyalty (De Vos et al., 2021). Career development investments constitute strategic imperatives for organizations seeking sustainable competitive advantages through human capital optimization (Shen & Kram, 2021).

Interpersonal communication represents information, idea, opinion, and feeling exchange processes occurring between two or more individuals within organizational settings (DeVito, 2020). Effective communication facilitates collaboration, reduces workplace conflicts, enhances coordination, and supports organizational goal



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achievement (Men & Yue, 2023). Face-to-face interactions enabling direct feedback foster mutual understanding, trust development, and relationship quality improvement (Keyton et al., 2021). Communication effectiveness significantly influences team performance, organizational climate, and employee satisfaction outcomes (Carnevale & Hatak, 2020).

This research investigates how quality of work life, career development, and interpersonal communication collectively influence employee performance at North Sumatra Provincial Inspectorate Office. Understanding these relationships provides valuable insights for human resource development strategies within public sector contexts, supporting performance enhancement initiatives and institutional effectiveness improvement (Wright & Nishii, 2022). Research findings contribute theoretical knowledge and practical guidance for governmental organizations seeking optimal human resource management practices.

## Literature Review

### Theoretical Foundation

#### Quality of Work Life

Quality of work life constitutes working conditions arising from individual-work environment interactions, enhancing employee productivity while providing job satisfaction (Sirgy et al., 2021). According to Koonmee et al. (2020), QWL represents systematic concepts within organizational life emphasizing worker involvement in determining work methods and organizational contributions toward productivity goal achievement. QWL encompasses multiple dimensions including fair compensation, safe working conditions, growth opportunities, social integration, constitutionalism, work-life balance, and social relevance (Ukko et al., 2022).

Contemporary QWL research emphasizes holistic approaches recognizing physical, psychological, and social workplace dimensions (Haar et al., 2020). Organizations implementing comprehensive QWL programs demonstrate enhanced employee satisfaction, reduced turnover intentions, and improved performance outcomes (Royuela et al., 2021). QWL serves as strategic mechanism fostering positive work environments supporting employee well-being and organizational effectiveness (Guest, 2020).

Theoretical frameworks conceptualize QWL as multidimensional constructs encompassing objective working conditions and subjective employee perceptions (Sirgy et al., 2021). Objective dimensions include compensation equity, workplace safety, resource availability, and organizational policies, while subjective dimensions reflect individual satisfaction, meaning, and fulfillment derived from work experiences (Koonmee et al., 2020). This dual perspective recognizes both environmental factors and individual psychological states determining overall work life quality (Ukko et al., 2022).

#### Career Development

Career development represents systematic and ongoing processes designed to improve individual knowledge, skills, and abilities facilitating career goal achievement within organizational and broader employment contexts (Noe et al., 2020). According to Dysvik and Kuvaas (2020), career development encompasses employee activities helping individuals plan future organizational careers. Career development programs include formal training, mentoring, coaching, job rotation, and promotional pathways (De Vos et al., 2021).

Effective career development strategies align individual aspirations with organizational needs, creating mutual benefits supporting employee growth and organizational performance (Shen & Kram, 2021). Organizations providing clear career trajectories demonstrate superior talent retention, motivation enhancement, and competency development (Kraimer et al., 2020). Career development investments constitute critical human resource practices supporting sustainable organizational success through workforce capability optimization (Ng & Feldman, 2022).

Contemporary career development theories emphasize individual agency, continuous learning orientations, and protean career attitudes (De Vos et al., 2021). Modern career paths demonstrate decreased linearity and increased flexibility, requiring individuals to actively manage career trajectories through skill development, networking, and opportunity identification (Ng & Feldman, 2022). Organizations supporting adaptive career



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development through learning opportunities, mentorship programs, and clear advancement criteria facilitate employee success within dynamic employment landscapes (Kraimer et al., 2020).

## Interpersonal Communication

Interpersonal communication represents information, idea, opinion, and feeling exchange processes occurring between two or more individuals, typically within informal face-to-face contexts enabling direct feedback (DeVito, 2020). According to Men and Yue (2023), interpersonal communication constitutes face-to-face interactions whereby message senders convey information directly while message recipients receive and respond immediately. Interpersonal communication encompasses verbal and nonverbal dimensions, including spoken language, body language, facial expressions, and tone (Keyton et al., 2021).

Effective interpersonal communication fosters mutual understanding, trust development, conflict resolution, and collaborative relationships (Carnevale & Hatak, 2020). Within organizational contexts, communication quality significantly influences team cohesion, coordination effectiveness, and performance outcomes (Boies et al., 2021). Communication barriers including ambiguity, misunderstanding, and information distortion negatively impact organizational functioning and employee satisfaction (Mishra et al., 2020). Organizations cultivating open communication cultures demonstrate superior employee engagement and organizational effectiveness (Zhao et al., 2022).

Communication competence encompasses encoding skills (message formulation and delivery), decoding skills (message interpretation and understanding), and feedback provision facilitating message clarification and adjustment (DeVito, 2020). Effective communicators demonstrate empathy, active listening, clarity, appropriate nonverbal behaviors, and adaptability across diverse interaction contexts (Keyton et al., 2021). These competencies support relationship building, information exchange accuracy, and collaborative problem-solving essential for organizational success (Men & Yue, 2023).

## Employee Performance

Employee performance represents the extent to which employees successfully achieve organizational goals and standards through work results in both quality and quantity dimensions (Sonnenstag & Frese, 2022). According to Colquitt et al. (2021), performance encompasses result sets achieved quantitatively and qualitatively from task accomplishment assigned to individuals or groups, referencing achievement standards and work implementation criteria. Performance encompasses task performance (core job responsibilities), contextual performance (organizational citizenship behaviors), and counterproductive work behaviors (Motowidlo & Kell, 2020).

Performance evaluation provides critical information for human resource management decisions including compensation, promotion, training needs identification, and termination (Aguinis, 2023). Comprehensive performance assessment considers multiple dimensions reflecting job complexity, including technical proficiency, interpersonal effectiveness, adaptability, and innovation (Sonnenstag & Frese, 2022). Performance determinants span individual factors (abilities, motivation, personality), job characteristics (design, autonomy, feedback), and organizational contexts (culture, leadership, resources) (Colquitt et al., 2021).

Contemporary performance models emphasize dynamic perspectives recognizing temporal fluctuations, contextual influences, and developmental trajectories (Sonnenstag & Frese, 2022). Performance varies within individuals across time due to factors including workload, fatigue, motivation cycles, and situational demands (Motowidlo & Kell, 2020). Understanding these dynamics supports more accurate assessment and targeted interventions enhancing sustained high performance (Aguinis, 2023).

## Hypotheses Development

### The Effect of Quality of Work Life on Employee Performance

Quality of work life significantly influences employee performance through multiple mechanisms (Sirgy et al., 2021). Positive work environments characterized by fair compensation, safe conditions, growth opportunities, and work-life balance enhance employee satisfaction, motivation, and organizational commitment (Koonmee



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et al., 2020). Satisfied employees demonstrate greater effort, persistence, and care in task execution, directly improving performance quality and quantity (Ukko et al., 2022).

QWL influences performance through stress reduction, energy conservation, and psychological well-being enhancement (Haar et al., 2020). Supportive work conditions minimize work-related stressors enabling employees to focus cognitive resources on productive activities rather than coping with adverse conditions (Royuela et al., 2021). Additionally, organizations demonstrating employee welfare concern foster reciprocal commitment motivating superior performance contributions (Guest, 2020).

**H<sub>1</sub>:** Quality of Work Life has positive and significant effect on Employee Performance

## The Effect of Career Development on Employee Performance

Career development opportunities significantly enhance employee performance through motivation, competency improvement, and organizational commitment strengthening (Noe et al., 2020). Employees perceiving clear advancement pathways demonstrate heightened motivation to perform excellently, positioning themselves for promotional opportunities (Dysvik & Kuvaas, 2020). This anticipatory motivation drives continuous improvement efforts and performance excellence (De Vos et al., 2021).

Career development programs enhance employee capabilities through training, skill acquisition, and knowledge expansion, directly improving task execution effectiveness (Shen & Kram, 2021). Enhanced competencies enable employees to handle complex responsibilities, solve problems efficiently, and contribute innovative solutions (Kraimer et al., 2020). Furthermore, organizations investing in employee development foster loyalty and commitment, reducing turnover intentions while increasing discretionary effort application (Ng & Feldman, 2022).

**H<sub>2</sub>:** Career Development has positive and significant effect on Employee Performance

## The Effect of Interpersonal Communication on Employee Performance

Interpersonal communication effectiveness substantially influences employee performance through coordination enhancement, conflict reduction, and collaborative relationship building (DeVito, 2020). Effective communication ensures accurate information exchange, clarifies expectations, provides timely feedback, and facilitates coordination among interdependent tasks (Men & Yue, 2023). Clear communication reduces errors, minimizes duplicated efforts, and enhances collective efficiency (Keyton et al., 2021).

Communication quality affects performance through social support provision, trust development, and team cohesion strengthening (Carnevale & Hatak, 2020). Open communication channels enable employees to seek assistance, share knowledge, and collaborate effectively, enhancing individual and collective performance outcomes (Boies et al., 2021). Conversely, communication barriers create misunderstandings, conflicts, and coordination failures degrading performance quality (Mishra et al., 2020). Organizations cultivating effective communication demonstrate superior team performance and employee satisfaction (Zhao et al., 2022).

**H<sub>3</sub>:** Interpersonal Communication has positive and significant effect on Employee Performance

## Simultaneous Effects

Employee performance represents complex outcome influenced by multiple interconnected organizational factors (Robbins & Judge, 2020). Quality of work life, career development, and interpersonal communication collectively create organizational contexts determining performance levels. Synergistic interactions among these factors amplify individual effects, as supportive work environments facilitate communication effectiveness while career opportunities enhance motivation to engage positively with colleagues (Armstrong & Taylor, 2020).

Integrated human resource management strategies addressing multiple performance determinants simultaneously achieve superior results compared to isolated interventions (Wright & Nishii, 2022). Organizations optimizing work environment quality, providing developmental opportunities, and fostering effective communication create comprehensive support systems enabling employees to perform optimally



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(Sonnenstag & Frese, 2022). These factors operate synergistically, mutually reinforcing positive effects on performance outcomes (Colquitt et al., 2021).

**H4:** Quality of Work Life, Career Development, and Interpersonal Communication simultaneously have significant effects on Employee Performance

## Methods

### Research Design

This research employs quantitative methodology utilizing descriptive analytical approach (Creswell & Creswell, 2023). Research objectives include examining quality of work life, career development, and interpersonal communication influences on employee performance within public sector governmental audit institution. Quantitative approach enables systematic measurement, statistical analysis, and hypothesis testing supporting generalizable conclusions (Field, 2020).

### Population and Sample

Research population comprises functional auditors at North Sumatra Provincial Inspectorate Office, totaling 61 personnel. Given manageable population size, research utilizes saturated sampling technique (census) whereby entire population serves as research sample (Sekaran & Bougie, 2020). This approach eliminates sampling error and provides comprehensive understanding of auditor performance determinants within target institution (Hair et al., 2021).

### Data Collection Techniques

Data collection employs structured questionnaires distributed directly to respondents (Malhotra et al., 2020). Questionnaires constitute systematic question collections designed to obtain specific information from respondents. This study utilizes questionnaires as primary data collection instruments due to efficiency, standardization, and quantitative measurement facilitation (Pallant, 2020). Alternative data collection techniques including interviews and observations serve supplementary roles providing contextual understanding supporting quantitative findings.

## Results and Discussion

### Multiple Linear Regression Analysis

**Table 1.** Regression Coefficient Results

| <b>Model</b>                | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>t</b> | <b>Sig.</b> |
|-----------------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
|                             | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |          |             |
| (Constant)                  | 1.572                              | .285              |                                  |          | 5.516       |
| Quality of Work Life        | .199                               | .040              |                                  | .320     | 4.988       |
| Career Development          | .136                               | .035              |                                  | .249     | 3.866       |
| Interpersonal Communication | .273                               | .028              |                                  | .576     | 9.603       |

Source: SPSS processed data, 2025

Regression equation model:

$$Y = 1.572 + 0.199X_1 + 0.136X_2 + 0.273X_3$$

Interpretation:

1. Constant value 1.572 indicates baseline employee performance level when all independent variables equal zero
2. Quality of Work Life coefficient 0.199 demonstrates one-unit increase enhances employee performance by 0.199 units, holding other variables constant



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3. Career Development coefficient 0.136 indicates one-unit increase improves employee performance by 0.136 units, holding other variables constant
4. Interpersonal Communication coefficient 0.273 shows one-unit increase elevates employee performance by 0.273 units, holding other variables constant

Standardized coefficients (Beta) reveal relative importance among predictors. Interpersonal Communication demonstrates strongest influence ( $\beta = .576$ ), followed by Quality of Work Life ( $\beta = .320$ ), and Career Development ( $\beta = .249$ ), indicating communication effectiveness constitutes primary performance determinant within research context.

## Hypothesis Testing

### Partial Test (t-test)

**Table 2.** Partial Significance Test Results

| Variable                    | t-calculated | t-table | Sig. | Decision       |
|-----------------------------|--------------|---------|------|----------------|
| Quality of Work Life        | 4.988        | 2.002   | .000 | $H_1$ Accepted |
| Career Development          | 3.866        | 2.002   | .000 | $H_2$ Accepted |
| Interpersonal Communication | 9.603        | 2.002   | .000 | $H_3$ Accepted |

Source: SPSS processed data, 2025

Results interpretation:

1. **Quality of Work Life:** t-calculated (4.988) > t-table (2.002) with significance 0.000 < 0.05, confirming  $H_1$  acceptance. Quality of work life exerts positive and significant partial effect on employee performance at North Sumatra Provincial Inspectorate Office.
2. **Career Development:** t-calculated (3.866) > t-table (2.002) with significance 0.000 < 0.05, confirming  $H_2$  acceptance. Career development demonstrates positive and significant partial effect on employee performance.
3. **Interpersonal Communication:** t-calculated (9.603) > t-table (2.002) with significance 0.000 < 0.05, confirming  $H_3$  acceptance. Interpersonal communication exhibits positive and significant partial effect on employee performance.

### Simultaneous Test (F-test)

**Table 3.** Simultaneous Significance Test Results

| Model      | Sum of Squares | df | Mean Square | F      | Sig. |
|------------|----------------|----|-------------|--------|------|
| Regression | 4.864          | 3  | 1.621       | 86.748 | .000 |
| Residual   | 1.065          | 57 | .019        |        |      |
| Total      | 5.930          | 60 |             |        |      |

Source: SPSS processed data, 2025

F-calculated value (86.748) > F-table (2.77) with significance 0.000 < 0.05, confirming  $H_4$  acceptance. Quality of work life, career development, and interpersonal communication simultaneously exert significant effects on employee performance at North Sumatra Provincial Inspectorate Office.

### Coefficient of Determination ( $R^2$ )



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**Table 4.** Determination Coefficient Results

| Model | R    | R Square | Adjusted R Square | Std. Error |
|-------|------|----------|-------------------|------------|
| 1     | .906 | .820     | .811              | .13671     |

Source: SPSS processed data, 2025

Adjusted R Square value 0.811 (81.1%) indicates quality of work life, career development, and interpersonal communication collectively explain 81.1% employee performance variance. This substantial explanatory power demonstrates these three factors constitute primary performance determinants within research context. Remaining 18.9% receives influence from unexamined variables including work motivation, organizational culture, leadership styles, compensation adequacy, or work environment physical conditions (Robbins & Judge, 2020).

## Discussion

### The Effect of Quality of Work Life on Employee Performance

Statistical analysis confirms quality of work life exerts positive and significant effects on employee performance ( $t = 4.988$ ,  $p = 0.000$ ), supporting  $H_1$  acceptance. This finding emphasizes QWL importance as performance determinant within public sector governmental audit contexts (Sirgy et al., 2021). Supportive work environments characterized by fair compensation, safe conditions, growth opportunities, and work-life balance enhance employee satisfaction, motivation, and performance outcomes (Koonmee et al., 2020).

Quality work conditions enable employees to focus cognitive and physical resources on productive activities rather than coping with adverse environmental stressors (Ukko et al., 2022). Employees experiencing positive work environments demonstrate greater organizational commitment, reduced turnover intentions, and enhanced discretionary effort application (Haar et al., 2020). Furthermore, organizations demonstrating employee welfare concern foster reciprocal commitment motivating superior performance contributions through social exchange mechanisms (Royuela et al., 2021).

Within North Sumatra Provincial Inspectorate Office context, QWL enhancement proves particularly important given audit work complexity requiring sustained concentration, analytical rigor, and professional judgment (Guest, 2020). Supportive work environments provide necessary foundations enabling auditors to perform effectively despite demanding responsibilities and accountability pressures. This research validates QWL investments as strategic priorities for public sector organizations seeking performance enhancement and institutional effectiveness improvement.

### The Effect of Career Development on Employee Performance

Career development demonstrates positive and significant effects on employee performance ( $t = 3.866$ ,  $p = 0.000$ ), confirming  $H_2$  acceptance. This finding underscores career opportunity importance influencing employee motivation and performance within governmental contexts (Noe et al., 2020). Clear promotional pathways, training opportunities, and skill development support encourage employees to perform excellently, positioning themselves for advancement (Dysvik & Kuvaas, 2020).

Career development programs enhance employee capabilities through continuous learning, skill acquisition, and knowledge expansion, directly improving task execution effectiveness (De Vos et al., 2021). Enhanced competencies enable auditors to handle complex investigations, analyze sophisticated financial transactions, and produce high-quality audit reports supporting governmental accountability (Shen & Kram, 2021). Additionally, organizations investing in employee development foster loyalty and commitment, reducing talent loss while increasing performance consistency (Kraimer et al., 2020).

Within public sector contexts characterized by limited financial incentive flexibility, career development opportunities constitute critical non-monetary motivators influencing performance (Ng & Feldman, 2022). Employees perceiving advancement possibilities demonstrate heightened engagement, persistence through challenges, and commitment to excellence supporting long-term institutional success. This research confirms



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career development constitutes strategic human resource practice supporting public sector performance enhancement objectives.

## **The Effect of Interpersonal Communication on Employee Performance**

Interpersonal communication exerts strongest positive and significant effects on employee performance ( $t = 9.603$ ,  $p = 0.000$ ), supporting  $H_3$  acceptance. This finding emphasizes communication effectiveness as paramount performance determinant within organizational contexts requiring coordination, collaboration, and information exchange (DeVito, 2020). Effective communication ensures accurate information transmission, clarifies expectations, provides timely feedback, and facilitates coordination among interdependent audit tasks (Men & Yue, 2023).

Communication quality affects performance through multiple mechanisms including social support provision, trust development, team cohesion strengthening, and conflict resolution facilitation (Carnevale & Hatak, 2020). Open communication channels enable auditors to seek technical guidance, share best practices, coordinate investigation strategies, and collaborate effectively, enhancing individual and collective performance outcomes (Boies et al., 2021). Conversely, communication barriers create misunderstandings, duplicated efforts, and coordination failures degrading audit quality and efficiency (Mishra et al., 2020).

Within North Sumatra Provincial Inspectorate Office, audit work requires extensive collaboration among team members, coordination with auditees, and information exchange with supervisors and stakeholders (Keyton et al., 2021). Effective interpersonal communication proves essential facilitating these interactions, supporting audit effectiveness and quality assurance. The strongest effect magnitude among tested variables confirms communication cultivation should constitute priority focus for performance enhancement initiatives. Organizations fostering open communication cultures through training, feedback systems, and collaboration platforms demonstrate superior team performance and employee satisfaction (Zhao et al., 2022).

## **Simultaneous Effect Analysis**

F-test results ( $F = 86.748$ ,  $p < 0.001$ ) demonstrate quality of work life, career development, and interpersonal communication collectively exert significant effects on employee performance, confirming  $H_4$  acceptance. Adjusted  $R^2$  value 0.811 indicates these three variables explain 81.1% performance variations, demonstrating substantial explanatory power (Hair et al., 2021). This finding confirms employee performance represents complex outcome influenced by multiple interconnected organizational factors (Robbins & Judge, 2020).

Synergistic interactions among QWL, career development, and interpersonal communication create comprehensive organizational contexts supporting optimal performance (Armstrong & Taylor, 2020). Supportive work environments facilitate positive communication and developmental activities, while career opportunities motivate employees to engage constructively with colleagues and pursue excellence. Effective communication enables knowledge sharing supporting both career development and work environment quality through collaborative problem-solving and mutual support (Wright & Nishii, 2022).

Integrated human resource management strategies addressing multiple performance determinants simultaneously achieve superior results compared to isolated interventions (Sonnenstag & Frese, 2022). Organizations optimizing work environment quality, providing developmental opportunities, and fostering effective communication create comprehensive support systems enabling employees to perform optimally (Colquitt et al., 2021). This research validates holistic approaches to performance management emphasizing multiple interconnected factors rather than singular interventions.

The remaining 18.9% unexplained variance suggests other factors including intrinsic motivation, leadership effectiveness, organizational culture characteristics, compensation satisfaction, physical work environment conditions, or technological resource adequacy also influence performance outcomes (Robbins & Judge, 2020). Future research incorporating these additional variables would provide more comprehensive understanding of public sector employee performance determinants supporting evidence-based human resource management practices (Wright & Nishii, 2022).



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## Conclusion

Based upon empirical findings and comprehensive data analysis, following conclusions emerge:

1. **Quality of Work Life** exerts positive and significant partial effect on employee performance at North Sumatra Provincial Inspectorate Office ( $t = 4.988$ ,  $p = 0.000$ ). Supportive work environments characterized by fair compensation, safe conditions, growth opportunities, and work-life balance enhance employee satisfaction and motivation, directly improving performance outcomes.
2. **Career Development** demonstrates positive and significant partial effect on employee performance ( $t = 3.866$ ,  $p = 0.000$ ). Clear promotional pathways, training opportunities, and skill development support encourage employee excellence and capability enhancement, strengthening performance quality and organizational commitment.
3. **Interpersonal Communication** exhibits positive and significant partial effect on employee performance ( $t = 9.603$ ,  $p = 0.000$ ). Effective communication facilitates coordination, provides social support, builds trust, and resolves conflicts, constituting primary performance determinant among examined variables.
4. **Quality of Work Life, Career Development, and Interpersonal Communication** collectively exert significant simultaneous effects on employee performance ( $F = 86.748$ ,  $p < 0.001$ ), explaining 81.1% performance variance. This substantial explanatory power confirms these factors constitute critical performance determinants requiring integrated management attention.
5. Remaining 18.9% performance variance receives influence from unexamined factors including work motivation, organizational culture, leadership effectiveness, compensation satisfaction, and physical work environment conditions, suggesting opportunities for future research expansion.

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