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A Conceptual Study Between Person-Job Fit and Work Environment on Work-Related Quality of Life among Manufacturing Employees

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ABSTRACT

Work-related Quality of Life (WRQoL) is considered an important matter for employees in the workplace. Employees with low levels of WRQoL have the potential to be exposed to mental health problems such as stress and worsened depression and burnout. However, employees wanted the task to be suited to their physical and psychological needs in the first place. That is called Person-Job fit or P-J Fit. P-J Fit conceptualisations are “demands-abilities” and “needs-supplies”. Thus, there are studies on the relationship between P-J Fit and WRQoL. Although the employees are suited to the task in the workplace in terms of skill and personality, supporting and threat factors contribute to WRQoL. Such supporting and threat factor in the workplace is the work environment. The work environment can be divided into human body activities and work conditions. The risky work environment will contribute to occupational diseases such as NIHL, WRMSDs, and cancer and occupational accidents. In the context of Malaysia, the manufacturing sectors are the highest contributors to occupational disease and accidents. Thus, this study intends to investigate the relationship between P-J Fit, work environment, and WRQoL among manufacturing employees. The instruments involved in WRQoL, P-J Fit, and the work environment that will be used will be discussed. At the end of this study, a conceptual framework will be formed. The conceptual framework will contribute to the Person-Environment Fit Theory. More factors involving the work environment, such as leadership, culture, and colleague relationships, can be studied in the future. It also can be involved in other sectors according to certain factors or focus on the manufacturing sub-sector.

1. Introduction

Employees are an extremely valuable resource in the organisation. Therefore, it is essential to ensure that employees are happy, motivated, and satisfied (Bhende et al., 2020). This corresponds to the concept of Work-related Quality of Life or WRQoL. If those conditions are fulfilled, it will result in a favourable perception of WRQoL. WRQoL partially encompasses employees' attitudes towards various aspects of their job, including job content, physical work environment, teamwork, occupational health and safety, and work-life balance (Abdullah et al., 2021). In global, WRQoL studies are most in healthcare sectors as studied by Abd Gaffar et al. (2021), Al Zamel et al. (2021), Koca et al. (2024), Kornas et al. (2021), Lebni et al. (2021), McGrath et al. (2024), Parra-Giordano et al. (2022) and Poku et al. (2022). In the context of healthcare sectors, nurses are the most studied subjects in WRQoL studies (Al Zamel et al., 2021; Lebni et al., 2021; Parra-Giordano et al., 2022; Poku et al., 2022). However, in Malaysia, the statistics for 2021 from the Institute of Labour Market Information and Analysis (ILMIA) in 2022 indicated that occupational diseases, especially Noise Induced Hearing Loss (NIHL), and Work-related Musculoskeletal Disorders (WRMSDs), and occupational accidents are highest in manufacturing sectors. Apart from that, in the workplace, the demands or requirements of the job must align well with the abilities of the employees, or vice versa, and it is called Person-Job fit (P-J Fit). This alignment contributes to WRQoL as such studies by Akanni et al. (2020), Hasan et al. (2021), Huang et al. (2019), and Li et al. (2023). Akanni et al. (2020) found a significant relationship between P-J Fit and WRQoL. This is also supported by a study by Li et al. (2023), which found a similar matter. Moreover, Huang et al. (2019) found a significant relationship between P-J Fit and innovation behaviour. Similarly, Hasan et al. (2021) found a significant relationship between P-J Fit and affective organisational commitment. Innovation behaviour and affective organisational commitment are outcomes of WRQoL. In contrast, the mismatch between employees' abilities and job requirements and the imbalance between needs and available resources can result in decreased satisfaction (Beasley et al., 2014) and increased psychological strain (Ahmad et al., 2023).

In the manufacturing sector, because of the large number of employees in these sectors, as reported by the Department of Statistics Malaysia (2023), it is feared that it will contribute to occupational diseases and accidents when the workplace is risky. Among manufacturing employees are potentially exposed to occupational diseases such as Noise-Induced Hearing Loss or NIHL (Thai et al., 2021), work-related musculoskeletal disorders or WRMSDs (Chu et al., 2021; Park & Yoon, 2021; Salazar & Tri Prasetyo, 2020), leukaemia (Park et al., 2019), cancer (Choi et al., 2018; Kim & Park, 2022; Kim et al., 2022) and anaemia (Park et al., 2019). The contributors are noise (Chen et al., 2015; Said et al., 2022), human body activities (Chu et al., 2021; Park & Yoon, 2021; Salazar & Tri Prasetyo, 2020), chemicals (Choi et al., 2018; Rim, 2021), and small particles (Frith, 2023). Also, some areas in the manufacturing sector create an uncomfortable environment for employees with strict guidelines involving temperature, humidity, and cleanliness (Yin et al., 2020). In addition, the employees have the potential to be exposed to mental health problems such as stress and worsened depression and burnout (Pereira et al., 2021). Although P-J Fit shows that the tasks are suitable for the employee, which contributes to improving the employee WRQoL, with the risky work environment as mentioned above, is the effect still the same? Because of these situations, examining the relationship between P-J Fit, WRQoL and the work environment among employees is crucial. Considering all these factors, as drawn from the Person-Environment Theory (P-E Fit Theory), there are studies between P-J Fit and WRQoL, such as by Akanni et al. (2020) and Li et al. (2023); however, there is a lack of research investigating the influence or mediation effect by work environment between P-J Fit and WRQoL. Hence, this study intends to investigate the relationship between P-J Fit, work environment and WRQoL among manufacturing employees.

This study is significant as it will contribute to the Person-Environment Theory and enhance its applicability in future research endeavours. Also, as mentioned, the research studies on WRQoL are mostly in the healthcare sector. Only a few studies are in the manufacturing sector. This study will find out the state of employee WRQoL in this sector. This indirectly provides an opportunity for employers to recover related matters and thereby improve the WRQoL of their employees. The findings of this study may also be used as a reference by related industries or other entities so that the WRQoL of the employees can always be improved. This study also offers valuable insights for Occupational Safety and Health (OSH) practitioners to understand the condition of their employees according to their work environment and the effects on their WRQoL. This allows them to strategise how to recover this matter if the WRQoL of the employees is at a low level. Improving the level of employees' WRQoL in Malaysia can increase the Malaysian Well-Being Index (MyWI) over time. The upward trend observed in this index will indicate an improvement in the WRQoL for employees in Malaysia, hence positively impacting the country's overall productivity. In a broader global context, countries with economic environments like Malaysia or other developing nations may find value in this study's findings. Malaysia can potentially serve as a benchmark for achieving favourable outcomes in the development of WRQoL.

2. Literature Review

2.1 *Work-related Quality of Life (WRQoL)*

Work-related Quality of Life or WRQoL, or other synonymous phrases such as quality of life at work, quality of working life, working-life quality (Leal et al., 2021), quality of work life, and work-life quality (Abd Rabou & Akel, 2020), is part of the broader concept of QoL. The origin of WRQoL is from the quality of working life or the QoWL concept. The most prominent contributions to the QoWL concept are from Walton (1973) (Leal et al., 2021). Although the phrase “quality of work life” is frequently used (Leal et al., 2021), Easton and Van Laar (2018) used the term Work-related Quality of Life or WRQoL for the QoWL scale.

The definition of WRQoL frequently refers to the quality of working life or QoWL. Although Sirgy et al. (2001) mentioned that there is no formal definition related to QoWL, according to Leal et al. (2021), some scholars have defined WRQoL as the aspect of QoL that is impacted by work. However, in a narrow scope, Abd Rabou and Akel (2020) defined WRQoL as the quality of the human experience when employees engage in organisational relationships. This is quite similar to the definition by Abdullah et al. (2021). Abdullah et al. (2021) stated that WRQoL refers to an employee's satisfaction with their occupational lifestyle. In addition, Pujiastri and Negoro (2023) described WRQoL as the extent to which an employee's personal and professional demands are met, resulting in satisfaction. However, Ulfa et al. (2021) defined WRQoL as a managerial approach that enhances organisational effectiveness by promoting dignity, fostering human growth, and including employees in problem-solving and decision-making processes, as employees feel safe, pleasant, and satisfied with work. As per the discussion above, for this study, WRQoL is defined as an employee's personal and professional demands being met, and it enhances dignity, human growth, and problem-solving. Hence, the employee feels safe and satisfied with work.

Studies related to WRQoL in various fields. In Europe, for example, there are several studies related to WRQoL. Alvanoudi (2020) conducted a study to assess the WRQoL of academic librarians in Greece. Alvanoudi (2020) found the average level of WRQoL among them. However, individual characteristics such as the employment status of the spouse or partner, the type of library, the job position, and the department were significantly associated with the WRQoL. Also, a study by Koca et al. (2024) evaluated WRQoL among healthcare employees in Türkiye. Koca et al. (2024) found a significant relationship between workload and WRQoL.

In Asia, a study by Sabran et al. (2022) among one of the bank employees in Indonesia found that transformational leadership will reduce counterproductive work through WRQoL, although transactional leadership improves counterproductive work. However, Sabran et al. (2022) added that WRQoL cannot mediate between transactional leadership and counterproductive work. Among nurses in Iran, a study by

Lebni et al. (2021) found that the nurses' WRQoL was better than average. In addition, Lebni et al. (2021) revealed that, except for gender, there was significant variation in the nurses' WRQoL according to age, marital status, education, work experience, position, department, shift, and employment status.

In Africa, a study by Els et al. (2021) among manufacturing employees in South Africa found WRQoL has a negative significant relationship with turnover intention. However, Els et al. (2021) added that when organizational commitment mediates between WRQoL and turnover intention, organizational commitment and WRQoL have a positive significant but partially negative significance with turnover intention. Moreover, in Ghana, a study by Poku et al. (2022) found that nearly half of the nurses planned to leave their jobs because they felt that their WRQoL was poor. Poku et al. (2022) reveal that WRQoL among nurses in Ghana was low.

In North America, in the United States of America (USA), according to Horton and Jacobs (2022) study, teachers who worked in hybrid programs in 2020 reported feeling more in control of their jobs and having a better WRQoL compared to those who worked only on campus or remotely who reported feeling more stressed out at work. Horton and Jacobs (2022) conducted this study between February and March 2021 in four regions in the USA. However, in Canada, a qualitative study by Kornas et al. (2021) found different effects on WRQoL between leaders, thoracic surgeons, nurses, and support teams such as dietitians, personal support workers, physiotherapists, and speech-language pathologists. The team contributes to the Integrated Care (IC) program for pre- and post-surgery patients. Kornas et al. (2021) added that the program needs teamwork and good caregiver communication.

In South America, a study about rapid transit bus employees in Colombia by Galarza Iglesias et al. (2021) showed high satisfaction with two of the seven elements of WRQoL: workplace safety and institutional support. However, five more elements are integration into the job, satisfaction with work, well-being achieved through work, personal development of the employee and management of free time at a low level. Also, a qualitative study by Parra-Giordano et al. (2022) confirms that the nurses' lifestyle affects WRQoL. In their study, the lifestyle refers to the work process involved in nurses' conditions. Parra-Giordano et al. (2022) conducted a study among Chileans.

In Oceania, a qualitative study by McGrath et al. (2024) found that WRQoL, company culture, and management practices are the factors that affect compassion satisfaction and compassion fatigue. McGrath et al. (2024) conducted a study among rural and remote healthcare employees in Australia.

In the scope of Malaysia, a study by Abd Gaffar et al. (2021) indicated that the WRQoL among house officers at two hospitals is average. However, it was discovered that depression and being a woman were linked to decreased WRQoL. Moreover, Al Zamel et al. (2021) discovered the moderating effect of WRQoL and turnover intention on nurses. Al Zamel et al. (2021) listed the moderating effect: gender, number of children and ward attached.

From the above discussion, most of the global studies on WRQoL are in the healthcare sector (Abd Gaffar et al., 2021; Al Zamel et al., 2021; Koca et al., 2024; Kornas et al., 2021; Lebni et al., 2021; McGrath et al., 2024; Parra-Giordano et al., 2022; Poku et al., 2022). However, not many studies on the manufacturing sectors, except for a study by Els et al. (2021), although in Malaysia, the data indicated the highest number of occupational diseases and accidents in the manufacturing sector (ILMIA, 2022). According to data published by ILMIA in 2022, the incidence of occupational accidents and diseases spans multiple sectors, such as manufacturing, services, agriculture, business services, transport, utilities, quarrying, construction, hotel, and wholesale and retail trades. In 2021, ILMIA verified 5,289 cases of occupational disease across these sectors. This number rose sharply to 7,143 cases in 2022, marking a 35% increase or an additional 1,854 cases. The highest prevalence of occupational diseases was recorded in the manufacturing and service sectors. Specifically, the manufacturing industry reported 3,383 cases in 2021 and 5,244 in 2022, topping the list in both years. Occupational accidents also showed a disturbing upward trend. In 2021, there were 21,534 reported incidents, which surged by 59% to 34,216 cases in 2022, representing an alarming increase of 12,682 incidents. The manufacturing sector recorded the highest number of occupational accidents (7,994 cases). However, in 2022, it ranked second after the services sector, with 9,906 reported incidents. A substantial portion of these cases in manufacturing was linked to hazardous work environments, with 3,017 such instances in 2021 and 4,306 in 2022. This means that the

manufacturing sector in Malaysia is not conducive, is risky to the employees, and may affect WRQoL, so studies are required.

2.2 *Person-Job Fit (P-J Fit)*

Naturally, employees wanted the task to be suited to their physical and psychological. That is called Person-Job fit or P-J Fit. As Ahmad et al. (2023) mentioned, P-J Fit was categorised according to two fundamental conceptualisations. There are “demands-abilities” and “needs-supplies” (Ahmad et al., 2023; Kristof-brown et al., 2005). At the workplace, it must relate to the environment. Beasley et al. (2014) and Muchinsky and Monahan (1987) conceptualised the person and environment as supplementary and complementary fits. Furthermore, Beasley et al. (2014) describe supplementary fit as situations where individuals have attributes comparable to their environment. This can occur when individuals have the same values as the environment or share demographic characteristics with a particular location. However, complementary fit refers to the alignment between persons and their environments, where they fulfill each other's requirements.

Botti et al. (2021) define the P-J Fit as allocating personnel to workstations based on their competencies, physical attributes, and workstation requirements. However, Botti et al. (2014) refer to P-J Fit as the degree of compatibility between persons and the specific job or tasks they are assigned to. This definition is quite similar to the definition by Cable and DeRue (2002), that is, P-J Fit relates to assessing how well an employee's abilities align with the requirements of a job. Cai et al. (2018) provide more general definitions of P-J Fit. Those authors refer to P-J fit as a connection between an employee's and job attributes. Edwards (1991) and Kristof-Brown (2000) give a definition that suits this study, that is P-J fit is the situation where an individual possesses the skills required to fulfill the requirements of a particular work (known as demands-abilities fit) or when the job satisfies the wants of the individual (known as needs-supplies fit). As for this study, P-J Fit refers to an employee who possesses the ability and skills to fulfill the requirements of a demand-abilities fit or a task suitable to the individual's needs called needs-supplies fit.

2.3 *P-J Fit and Work Environment Relationship*

The conceptual effect of P-J Fit on human body activities is more toward practicality in the workplace. Such a study by Botti et al. (2021) aims to match employees' abilities (P-J Fit) and activities performed at workstations in the manufacturing sector. In their study, the performance of the work system is guaranteed when the workload does not exceed the employee's capabilities. Another study was conducted by Sing et al. (2022) in the automotive service sector. The study plans to adjust the selected motorcycle workshop layout to enhance the overall arrangement. These improvements will consider employees' body activities while working and aim to minimise the incidence of hazards and accidents. Sing et al. (2022) conclude that incorporating elements of human well-being into workplace design has become crucial to optimise employee abilities (P-J Fit).

Moreover, work conditions have always been in tandem with P-J Fit in several studies, such as by Hasan et al. (2021) and Neuenschwander and Hofmann (2022). Hasan et al. (2021), in their study among white-collar private sector employees, examined work conditions and person-job fit as distinct, independent variables that may influence the outcome of WRQoL. However, Neuenschwander and Hofmann (2022) in their study show a relationship between P-J Fit and work conditions. Neuenschwander and Hofmann (2022) did a study on lower secondary education to work generation and found that newcomers can achieve a strong perceived P-J Fit through their expectations regarding work conditions and the support provided by the company. Furthermore, a finding study by Muschalla (2020) on people with an employment history indicates that psychological traits play a significant role in assessing workability or P-J fit. Individuals with distinct qualities may respond differently to identical work conditions. This finding is supported by Soheili et al. (2021) qualitative study on nurses. One of the experienced nurses stated that their profession

necessitates unique abilities (P-J Fit) that must align with the work conditions regarding temperament and cognitive traits. These findings show the relationship between P-J Fit and work conditions.

2.4 *Work Environment and WRQoL Relationship*

Several studies have examined the relationship between human body activities and WRQoL. A study conducted by Khachian et al. (2018) provides evidence of a relationship between WRMSDs, physical conditions, and WRQoL in the healthcare industry. In conjunction with the study, Farah et al. (2023) conducted a study on healthcare nurses, showed that using exoskeletons on the human body may effectively mitigate fatigue and discomfort, hence improving the adverse effects of WRQoL. The review conducted by Santos Viana and de Melo Pereira (2022) propose that “workplace physical activity” programs offer a range of advantages to employees' health and well-being, particularly in alleviating physical discomfort such as aches and pains and musculoskeletal issues. Additionally, these programs contribute to an overall enhancement of WRQoL. It indicates that human body activities contribute to the development of uncomfortable working circumstances and impact the outcomes related to WRQoL.

Employees are more inclined to achieve their highest level of performance when the working conditions are comfortable and helpful because such an atmosphere promotes greater WRQoL (Chen et al., 2023). In their study on young employees, Chen et al. (2023) prove that work conditions can enhance WRQoL. This is supported by a study by Xueyun et al. (2023), which found that work conditions significantly influence WRQoL on Z Generations. Furthermore, a study by Lu et al. (2023) on university academicians also indicates that work conditions positively influence the WRQoL. However, there is a different finding from a study by Zhou et al. (2024) on coal mining employees. Zhou et al. (2024) found that work pressure does not impact employees' WRQoL, but risk and hazard have a positive significance on employee performance through WRQoL. Also, safety compliance partially gives positive significance to performance through WRQoL depending on the moderator effect of “interpersonal harmony”. Zhou et al. (2024) describe work conditions as pressure, perceived risk and hazard, and safety compliance. Nanjundeswaraswamy et al. (2023), in their study, listed work conditions as one factor contributing to WRQoL on nurses pre- and post-pandemic COVID-19.

2.5 *P-J Fit and WRQoL Relationship*

A study by Huang et al. (2023) found a positive relationship between P-J Fit and WRQoL. Huang et al. (2023) conducted a study among kindergarten teachers in China, and WRQoL acts as a mediator towards occupational commitment. However, a study by Zhang et al. (2023) found that P-J Fit negatively moderated between WRQoL and occupational commitment. In other words, employees with low occupational well-being but strong P-J Fit can increase their commitment to their jobs. Zhang et al. (2023) also studied kindergarten teachers in China, but only males in gender. In Nigeria, a study by Akanni et al. (2020) found a strong and positive association between emotional intelligence, perceived P-J Fit, and WRQoL among academicians. Akanni et al. (2020) used P-J Fit as a mediator and WRQoL as the dependent variable. This is supported by a study by Nguyen et al. (2019) that found a positive relationship between P-J Fit and WRQoL. Nguyen et al. (2019) studied Vietnam's interior design and construction employees, but P-J Fit and WRQoL mediate between inclusive leadership and job performance. This is supported by a study by Choi et al. (2017) on employees in the telecommunication sector in Vietnam. Choi et al. (2017) found the relationship between P-J Fit and WRQoL. Choi et al. (2017) used P-J Fit to mediate between inclusive leadership, employee well-being, and innovative behaviour. Furthermore, in their study, Li et al. (2023) found that the acquisition of digital competence can enhance nurses' self-efficacy and facilitate the attainment of a P-J Fit. Thus, this effect greater WRQoL. Li et al. (2023) conducted the study with P-J Fit as a mediator.

From the discussion above, there are relationships between P-J Fit and WRQoL. However, there is still a dearth of research on the work environment as a mediator between P-J Fit and WRQoL. The work environment is an important aspect related to P-J Fit. In other aspects, a comfortable work environment

supports the needs of employees in the workplace (Mura et al., 2023). The term "work environment" refers to the conditions under which employees carry out their job duties, encompassing their psychological, social, and physical aspects (Ferdian et al., 2024). The physical aspects can be physical work conditions (Ferdian et al., 2024) and the work activity that can affect the human body (Marková & Škurková, 2023). The study by Hasan et al. (2021) mentioned work conditions as one of the antecedents of excessive noise, comfort in temperature and humidity, risks of accidents, health hazards, and a clean environment. These relate to occupational diseases such as noise-induced hearing loss (NIHL) and cancer. However, studies such as those by Kaur et al. (2021), Ong-Artborirak et al. (2022), and Yang et al. (2023) found the effect relation between working activities and the human body. The occupational disease that always relates to these working activities is work-related musculoskeletal disorders or WRMSDs. As mentioned above, two risk factors contribute to occupational disease: work conditions and activities related to the human body. These two form the work environment. The conceptual framework of this study is shown in Figure 1.

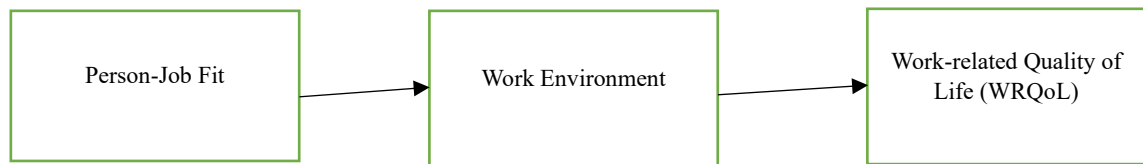


Figure 1. The conceptual framework of this study.

3. A Proposed Methodology

As mentioned before, the WRQoL studies most in the healthcare sectors. However, a few studies of WRQoL in manufacturing sectors. For that reason, the target of the studies is among the employees in the manufacturing sectors. Manufacturing is divided according to several sub-sub-sectors sector, such as "Food, Beverages and Tobacco", "Petroleum, Chemical, Rubber & Plastic", "Electrical and Electronic Manufacturers" amount, Wearing Apparel, Leather and Footwear", "Wood, Furniture, Paper Products and Printing", "Non-metallic Mineral Products, Basic Metal and Fabricated Metal Products", and "Transport Equipment and Other Manufacturers" amount total employees of 2.36 million in the manufacturing sector in August 2023 (Department of Statistics Malaysia, 2023). The "Electrical and Electronic Products" had the top number of employees with 26.2 per cent, second "Petroleum, Chemical, Rubber & Plastic" with 18.3 per cent, and third "Non-metallic Mineral Products, Basic Metal and Fabricated Metal Products" with 16.2 per cent (Department of Statistics Malaysia, 2023).

The instrument that can be used for P-J Fit measurement is a questionnaire developed by Lauver and Kristof-Brown (2001). This questionnaire has five items divided by fit with skills and fit with personality and temperament. Meanwhile, the WRQoL can be measured using the questionnaire developed by Van Laar et al. (2007). This questionnaire has 24 items divided by six factors: job and career satisfaction (JCS), general well-being (GWB), home-work interface (HWI), stress at work (SAW), control at work (CAW), and working conditions (WCS). However, to measure the work environment, the instrument used as a questionnaire must be related to the work conditions and human body activities.

4. Implication

In terms of theoretical contribution, past developments in the Person-Environment Fit Theory (P-E Fit Theory) have introduced a comprehensive understanding, particularly the P-J Fit, and its impact on Work-Related Quality of Life (WRQoL). However, as workplaces become increasingly dynamic and complex, the expansion of P-E Fit theory, by introducing new dimensions, specifically the relationship between P-J Fit, the work environment, and WRQoL, provides a more holistic perspective on how job and environmental compatibility contribute to WRQoL. The work environment, in this study, specifically on

work conditions and employees' physical activities. This study is also expected to contribute valuable knowledge that can be used to improve in the future, particularly related to the variables in this theory. Moreover, other researchers may enhance these studies to ensure a continuous study that aligns with industry trends and current conditions, thereby further strengthening this theory.

From a practical perspective, this study is expected to yield quantitative findings that can inform evidence-based practices. The data obtained can serve as a foundation for shaping policies or developing intervention programs aimed at enhancing WRQoL. This, indirectly, may contribute to the reduction of occupational accidents and diseases, particularly in the manufacturing sector. In addition, this study will also, either directly or indirectly, help identify specific challenges or risks within the manufacturing sector. As each sector faces distinct challenges and risks, identifying them within the manufacturing sector is undoubtedly of critical importance. Furthermore, this study could potentially examine the relationship between P-J Fit alignment and improvements in the work environment in enhancing WRQoL.

5. Limitation and recommendation

This study focuses on the work environment that involves hazards that contribute to the risk of occupational disease and injury; however, there are more factors involving the work environment, such as leadership, culture, and colleague relationships, that will contribute to WRQoL. Furthermore, in this paper, the sector involved is manufacturing, which is a reason for the risky environment and higher occupational diseases and accidents, especially in the Malaysian context. However, it can be involved in other sectors according to certain factors. Moreover, manufacturing has a diverse sub-sector, as given by the Department of Statistics Malaysia (2023). Then, future studies can focus on the sub-sector of manufacturing.

6. Conclusion

As stated before, this study investigates the relationship between P-J Fit, work environment, and WRQoL among manufacturing employees. The literature review indicates that there are established relationships between P-J Fit and the work environment, the work environment and WRQoL, as well as between P-J Fit and WRQoL. From that, P-J Fit and the work environment are positively associated with WRQoL, with the work environment potentially acting as a mediating factor in the relationship between P-J fit and WRQoL. The work environment is divided into human body activities and work conditions. The conceptual framework can finally be developed based on the relationships between the variables involved. The mediating effect of the work environment between P-J Fit and WRQoL can be explored, as there is still a lack of studies examining this relationship. Furthermore, since only a few studies have focused on the manufacturing sector in relation to WRQoL, this study will provide valuable contributions in this sector. In addition, it will also contribute to the development of the Person-Environment Fit Theory (P-E Fit Theory).

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Conflict of interest statement

- 1 The authors agree that this conceptual study was conducted in the absence of any self-benefits,
- 2 commercial or financial conflicts.

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