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The Effect of Quality of Work Life on Employee Outcome Through Job Embeddedness as the Mediation

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Abstract

Quality of work life is one of the indicators of employee outcome achievement. Job embeddedness as a binder to measure outcomes represented by behavior, turnover, and performance quality. This study analyzes the impact of quality of work life on employee outcomes through job embeddedness as a mediator. Employee outcomes are measured by organizational citizenship behavior, performance, and turnover intention. The research was conducted at Daihatsu, a machinery assembly manufacturing company. Sampling was carried out using purposive sampling, with 197 respondents. The analysis method employed is SEM-Partial Least Square (PLS). The results indicate that quality of work life directly influences organizational citizenship behavior, job performance, and turnover intention. Job embeddedness affects organizational citizenship behavior, job performance, and turnover intention. Indirectly, quality of work life influences job performance and turnover intention through job embeddedness. However, quality of work life does not affect OCB when mediated by job embeddedness. The research results are expected to be a positive recommendation for companies to pay attention to quality of work life as a predictor of employee outcomes for the success of achieving business targets. The company should focus on enhancing employees' quality of work life to ensure high-quality performance. Strengthening quality of work life can positively contribute to achieving desired employee outcomes. Business sustainability can be maintained in the long term or employee outcomes can exceed performance targets.

Keywords

Quality of Work Life, Employee Outcome, Job Embeddedness, Manufacturing Company

1.0 Introduction

The achievement of company objectives in performing its tasks can be observed from the outcomes produced by its employees. Employee outcomes, viewed as employee performance, represent the results achieved by an individual in fulfilling their job responsibilities, both in terms of quality and quantity (Awan et al., 2020). The attainment of employee performance serves as a tool to align work expectations with the company's goals. The alignment between the efforts to achieve employee goals and the company's objectives in advancing the organization can yield good performance (Abidi et al., 2020).

Daihatsu Drivertrain is a manufacturing company that produces DCVTs specifically for Toyota and Daihatsu vehicles in Indonesia. As a company entrusted with manufacturing engines for the Toyota and Daihatsu brands, Daihatsu Drivertrain holds the vision of becoming a globally competitive production base in terms of quality, price, and delivery. The organizational culture is implemented with an orientation towards sustainability, innovation, quality, customer satisfaction, and social responsibility. Work processes are carried out with the company's commitment to sustainability, innovation, quality, customer satisfaction, and employee welfare. Business values are focused on maintaining its position as a leader in the automotive industry, upholding social responsibility, and leading in the use of environmentally friendly technology.

A random survey was conducted with 30 employees of PT Daihatsu Drivertrain Manufacturing regarding quality of work life, job embeddedness, organizational citizenship behavior, turnover intentions, and job performance. The results are as follows:

Table 1: Preliminary Survey Results

No	Statement	Responses (%)	
		Yes	No
1.	Supervisor support in performing tasks.	100%	0%
2	Company culture creates a good working environment.	90%	10%
3	Mutual respect among employees.	80%	20%
4	Balance between work life and personal well-being.	80%	20%
5	Skill and competence development for all employees.	100%	0%
6	Job embeddedness.	100%	0%
7	Cooperation within the company to achieve optimal goals.	100%	0%
8	Strong intention to remain with the company.	60%	40%
9	Improvement in job performance.	80%	20%
10	Fulfillment of employee work quality.	80%	20%

Source: Preliminary Survey, 2023

Table 1 indicates the preliminary survey results for the research variables to be studied among 30 employees at Daihatsu Drivertrain. The results show that 100% of employees reported supervisor support in performing tasks, skill and competence development for all employees, job embeddedness, and consistent teamwork within the company to achieve goals. Additionally, 90% of employees stated that the company's culture creates a good working environment. Furthermore, 80% of employees indicated mutual respect among colleagues, fulfillment of work-life balance between job demands and personal well-being, improvement in job performance, and fulfillment of work quality. However, only 60% of employees expressed a strong intention to remain with the company. These results indicate that more than 50% of PT Daihatsu Drivertrain Manufacturing employees have a positive attitude towards quality of work life, job embeddedness, organizational citizenship behavior, turnover intentions, and job performance. This data suggests that the company requires more specific research related to employee perceptions of the implementation of quality of work life. Employee outcomes are crucial for long-term business sustainability.

This survey cannot represent a sample with the number of existing employee population. This positive result was only answered by a limited number of employees. Therefore, research must be conducted with respondents who match the population. The pre-survey above is an observation to measure job embeddedness, OCB, turnover intention, and job performance. Respondents answered that the positive things related to what was asked in the scope of the study. However, the focus of the study is the implications presented by the quality of work life for achieving employee outcomes. This study aims to measure the implications of quality of work life on employee outcomes mediated by job embeddedness. Therefore, with the number of samples that represent the employee population, it will produce accurate values as a recommendation for companies to improve the quality of work life on employee outcomes.

Employee performance is the outcome an employee can achieve to fulfill their workload and responsibilities (Neher & Maley, 2020). Good work results demonstrate the employee's competence, making it a valuable asset for the company's future progress. Employee performance can be affected and measured by several indicators, including organizational citizenship behavior, turnover intentions, and job performance (Zia et al., 2022). Organizational citizenship behavior (OCB) refers to voluntary actions beyond job responsibilities that employees choose to undertake (Tefera & Hunsaker, 2020). This behavior is considered by management when giving rewards to employees for their contribution to the company's

effectiveness and efficiency. OCB not only aids in the development of employee capabilities but also benefits the company. One of the indicators of employee outcomes is the turnover intention. Companies often face high turnover issues due to employees' desire to leave the organization within a certain period (Lazzari et al., 2022). Job performance, on the other hand, represents the level of achievement from a business process. It is used to assess the quality of task completion by an employee, which determines one's professional success (Koopmans et al., 2011) Proper job performance evaluation can help employee placement according to their competencies (Memon et al., 2021).

Quality of work life (QWL) is a management system aimed at building a good work life quality (Fakhri et al., 2020). Job embeddedness, as part of the quality of life (Shah et al., 2020), plays an important role in achieving performance (Nauman et al., 2021). High QWL is evident in employees who enjoy their careers and tenure. Work activities are directed towards improving work conditions, which can boost morale in accomplishing company goals. High QWL is associated with employee happiness, measured in terms of health, financial, and non-financial aspects. Achieving QWL motivates employees by fulfilling their economic, social, and psychological needs (Michael Fonceca & Francis, 2023).

Several studies indicate that quality of work life (QWL) impacts job performance (Singh & Maini, 2021). Companies strive to continuously foster and nurture employee morale, which directly influences work outcomes. However, inappropriate employee behavior can lead to dissatisfaction with economic needs and internal conflicts. Some research suggests that QWL does not affect employee outcomes (Fitri Handayani et al., 2023). Another factor influencing employee outcomes is job embeddedness, which refers to the connection employees have with their company (Ramaite et al., 2022). This connection can stem from factors within the company (on-the-job embeddedness) or from the community (off-the-job embeddedness), linked to relationships, compatibility, and individual sacrifices. These factors foster a desire among employees to remain with the company and influence their behavior (Mitchell, Holtom, & Lee Thomas, 2001). The attachment between individuals and the company, encompassing relationships, compatibility, and the difficulty of leaving, encourages employees to stay and perform their best for the company's existence (Özçelik & Cencki, 2014).

Organizational citizenship behavior (OCB) and turnover intention are key factors of employee outcomes that are often subjects of research. Job embeddedness can motivate employees to voluntarily sacrifice their time and effort to ensure the company's success (Kapil & Rastogi, 2018) and may reduce turnover intentions (Afsar et al., 2018). Some studies have found that job embeddedness significantly impacts employee outcomes (Chan et al., 2019; Zia et al., 2023). However, other research indicates that quality of work life (QWL) does not significantly influence job performance (Langoy et al., 2019). job embeddedness, (Aprilina et al., 2019). or organizational citizenship behavior (OCB) (Suriyana et al., 2020). Additionally, QWL does not affect turnover intentions (Kang et al., 2018)

This study is unique in using quality of work life as the main predictor. Quality of work life is a variable to ensure employees get support from the company to successfully achieve business targets. This study, which makes quality of work life on employee outcomes, is still rarely done by ensuring the needs of the company or business unit as the object of research. Replication of the study by looking at research that analyzes servant leadership on employee outcomes (Zia et al., 2022). So, this study makes quality of work life a measure of the achievement of work results measured by OCB, turnover, and job performance. This study

analyzes the impact of QWL on employee outcomes, mediated by job embeddedness Employee outcomes are represented by job performance, OCB, and turnover intentions The novelty of this research lies in examining the effect of QWL on employee outcomes, which the company can use to recommend improvements in job quality. The research was conducted at Daihatsu Drivertrain, a company that produces CVTs, where business processes require outcomes as part of business quality. The findings can serve as strategic recommendations and strengthen the academic understanding of human resource management, particularly concerning employee outcomes.

2.0 Literature Review

Social exchange theory is a theory that assesses the satisfaction of the interests of two people involved (Cropanzano & Mitchell, 2005). The two people involved are the company and the employees. Quality of work life is built with a positive perception that the company has an obligation to provide quality of life to employees. (Bagtasos, 2011). Employees as executors of business planning must provide productivity and positive contributions with outcomes that are in accordance with company expectations. Job embeddedness as a mediation has a role to connect the role of QWL to employee outcomes as the final result of a business process carried out by employees (Marasi et al., 2016). This study uses SET theory as the main basis for formulating a model with implications predicted by QWL on employee outcomes with job embeddedness mediation.

Quality of Work Life

Quality of work life (QWL) refers to the degree to which employees can enhance their work life through the execution of their duties (Abdullah et al., 2021). The implementation of QWL is pivotal in managing the company and its human resources, making it a primary element. Consequently, QWL emerges as a management perspective that considers the impact of work on employees, organizational effectiveness, and decision-making (Bhende et al., 2020). QWL represents the pleasant or unpleasant conditions related to an employee's job and work environment within their company (Martel & Dupuis, 2006). It encompasses employees' understanding of the work atmosphere and their experiences during their employment. Focusing on work quality can foster well-being and create a positive work environment, thereby affecting employees' psychological states. Companies strive to create a work environment that retains potential employees, encouraging them to stay with the organization (Srinivasaiah et al., 2023). QWL involves company management practices aimed at developing a work culture that motivates employees to grow and contribute optimally towards achieving the company's goals (Shenoy & V. T., 2023).

Job Performance

Employee outcome is the result of an employee's achievements within an organization (Wang et al., 2020). It encompasses the quality and quantity of work accomplished in fulfilling their responsibilities. Job performance is determined by an individual's efforts, shaped by their personal characteristics and perception of their role at work (Hemakumara, 2020). Performance is measured by the results an individual achieves in carrying out their assigned tasks, which are based on their skills, experience, dedication, and time. Job performance plays a crucial role in decision-making processes such as identifying the need for education and training programs, recruitment, selection, onboarding, placement, promotion, reward systems, and various other aspects of effective human resource management (Jiang et al., 2023). Job performance indicates the level of success a person attains. Evaluating employee performance is important for public service and serves as a guideline for promoting employees to higher levels. Satisfactory performance does

not occur automatically; therefore, to ensure employees can perform their jobs well, it is necessary to assess the work they do.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) refers to discretionary and voluntary actions taken by employees that are related to the reward system but can enhance the company's performance effectiveness without neglecting the goal of increasing employee productivity. (Banwo & Du, 2020) OCB is considered extra-role behavior that employees voluntarily contribute to the organization, which is not part of formal rewards but significantly contributes to the company's effectiveness and efficiency (Ma et al., 2023). OCB often arises from an employee's affection for their job or company, without external compulsion. Employees who work overtime, for instance, can operate more efficiently in terms of time and effort for the company's success, indirectly exceeding expected performance levels. OCB provides a positive contribution to the enhancement of the company's functions. It influences employee performance and organizational success by increasing productivity, freeing up resources, attracting and retaining good employees, and creating social capital (Podsakoff et al., 2000). While OCB is not a formal job requirement, it supports the overall effectiveness of the organization to a significant extent (Ocampo et al., 2018).

Turnover Intention

Turnover intention refers to an individual's desire to leave their current job and move to another workplace (Cohen et al., 2016). This intention can stem from dissatisfaction with the current job or the availability of more attractive job alternatives (Robbins & Judge, 2021). Turnover intentions reflect an employee's desire to seek better employment opportunities compared to their current position. However, this intention may not be immediately realized due to various considerations an employee might weigh before deciding to leave their job and transition to another company.

Turnover involves the ongoing issue of replacement, where employees leave due to declining productivity or other reasons (Fakunmoju, 2020). If turnover results from decreased productivity, companies can prepare by training new employees to replace those who are less productive. Turnover intention is not always viewed negatively. It can be seen as positive when employees leave to seek better opportunities or because they can no longer tolerate their current work environment. For a company, turnover intention can be beneficial when it involves the departure of underperforming employees (Wu et al., 2023). Other positive impacts of turnover intention include organizational renewal, reduction or prevention of further turnover intentions, and decreased conflict, leading to increased individual self-confidence.

Job Embeddedness

Job embeddedness is defined as the attachment employees feel towards their jobs due to compatibility, comfort, and the perceived sacrifices associated with leaving their positions (Mitchell, Holtom, Lee, et al., 2001). It can also be described as the connection employees have with their jobs and companies, stemming from both internal and external sources (Lee et al., 2004). Employees with high job embeddedness will likely strive to deliver their best performance and focus on the company's future success. Job embeddedness encompasses how well employees feel they fit with their jobs and communities, the relationships they have both within and outside their work, and what they would sacrifice if they left (Rubenstein et al., 2020).

This concept fosters employees' commitment and intelligence (Teng et al., 2021), and guide them in task completion, behavior monitoring, and ensuring subsequent steps. Additionally, employees with high job embeddedness make decisions to recheck their work to avoid errors that could harm them or the company. Job embeddedness necessitates good relationships with all job supporters. The suitability of a job requires employees to feel a high level of comfort within the company and their work environment (Steindórsdóttir et al., 2020). This suitability includes harmony among employees, alignment with the job, career aspirations, future plans, and the company they work for. The quality of work demands significant sacrifices from employees. These sacrifices include the conditions that employees must forego when leaving their jobs, whether material or non-material. The negative effects of leaving a job present personal losses for employees and the missed opportunities for job stability and advancement

2.1 Hypotheses Development

The Effect of Quality of Work Life on Job Embeddedness

Quality of Work Life (QWL) refers to improvements at every level within a company aimed at enhancing organizational effectiveness through the betterment and growth of human resources (Moda et al., 2021). It encompasses various processes, strategies, techniques, and management styles that aim to improve employee performance and satisfaction, which ultimately aim to increased organizational effectiveness (Agus & Selvaraj, 2020). High QWL is predicted to enhance job embeddedness and make work processes more efficient. The present study assumes that QWL can significantly improve job embeddedness. Previous studies have reported the positive effect of QWL on job embeddedness (e.g., Ampofo et al., 2018; Kanten et al., 2018). It is important to maintain QWL in order to develop positive attitudes and behaviors among employees towards their organization and colleagues. Good QWL may lead to job embeddedness because employees with high QWL will likely stay with the company.

H1: QWL has a positive and significant effect on job embeddedness.

The Effect of Quality of Work Life on OCB, Job Performance, and Turnover Intention

In order to develop positive OCB, organizations need to provide a conducive QWL. QWL can be viewed as a mindset about people, work, and organizations that focuses on the impact of work on employees and organizational effectiveness. It also provides participatory ideas for solving organizational problems and decision-making (Soroya et al., 2022). Employees with high QWL are more likely to exhibit OCB because they tend to speak positively about the organization, willingly help others, and exceed organizational expectations. QWL enhances employees' engagement and contribution to the organization, which in turn can boost organizational efficiency. Previous studies report that QWL positively affects OCB (Pio & Lengkong, 2020; Pio & Tampi, 2018; Yadav et al., 2019). Turnover intention remains a persistent issue for companies. It can be described as employees' inclination to leave their organization. A decline in QWL can increase turnover intention. Previous studies have reported that QWL negatively affects turnover intention, meaning that lower QWL can lead to higher turnover rates (Poku et al., 2022; Zhao et al., 2013). In this study, improving QWL is assumed to be a critical factor in reducing employee turnover. High turnover is a problem that companies need to address effectively. Job performance is the actualization of high-quality work outcomes. Several studies have highlighted that QWL positively impacts job performance (Putra et al., 2021; Singh, 2022). This study predicts that high QWL ensures that work quality meets organizational expectations. Improving employee performance can be achieved by enhancing work

quality, which involves implementing innovative reward systems, creating a conducive work environment, and fostering employees' passion for their work.

H2: QWL has a positive and significant effect on OCB.

H3: QWL has a negative and significant effect on turnover intention.

H4: QWL has a positive and significant effect on job performance.

The Effect of Job Embeddedness on OCB, Job Performance, and Turnover Intention

Job embeddedness may encourage individuals to stay with an organization (Aman-Ullah et al., 2021). Employees are considered to have high job embeddedness if they possess a strong attachment to their organization. It can lead to positive work behaviors characterized by psychological responsibility and discipline. A positive attitude and hard work become valuable assets for the company. Previous studies report that job embeddedness positively influences OCB (Karatepe, 2012; Shah et al., 2020; Zia et al., 2022). High job embeddedness is also reported to encourage employees to stay with their organization (Huning et al., 2020). Employees who build good relationships with colleagues and supervisors are more likely to feel comfortable and committed to their workplace. On the other hand, turnover intention may arise when employees consider leaving an organization for various reasons. Studies show that job embeddedness negatively affects turnover intention, as higher job embeddedness reduces the likelihood of employees leaving (Obeng et al., 2024; Setthakorn et al., 2024). Job embeddedness can improve work processes and quality beyond company standards. It fosters loyalty and positively impacts job performance. Studies have demonstrated that job embeddedness positively influences job performance (Qian et al., 2022; Yu et al., 2020; Zia et al., 2022). Employee loyalty and commitment can help the company achieve its goals, with strong individual attachments leading to optimal performance. This research assumes that job embeddedness significantly impacts employee outcomes, including positive work behavior, reduced employee turnover, and enhanced job performance. Understanding job embeddedness is crucial for employees to maximize their effectiveness.

H5: Job embeddedness has a positive and significant effect on OCB.

H6: Job embeddedness has a positive and significant effect on turnover intention.

H7: Job embeddedness has a positive and significant effect on job performance.

The Effect of Quality of Work Life on Job Performance, OCB, and Turnover Intention through Job Embeddedness as the Mediator

Quality of Work Life (QWL) refers to the improvements implemented at all levels within an organization to enhance work effectiveness through the development of human resources. QWL, when mediated by job embeddedness, may affect OCB. A high-quality work environment contributes to increased motivation and encourages employees to engage more in strategic projects and strengthening their job embeddedness. Previous studies have reported the positive indirect effect of QWL on OCB when mediated by organizational commitment and psychological empowerment (Emur et al., 2023; Hermanto et al., 2024). Companies need to focus on maintaining employee productivity by ensuring job security and comfort. Employees who are responsible and proactive can be better supported through high QWL. QWL can positively stimulate job embeddedness, which helps reduce turnover intention. Employees with strong job attachment are likely to demonstrate optimal job performance and strive to provide their best efforts. Research shows that QWL can reduce turnover intention through job embeddedness (Dechawatanapaisal,

2017; Zhao et al., 2013). High QWL positively impacts job attachment, enhancing organizational effectiveness and productivity. Studies also demonstrate that QWL improves job performance through spiritual leadership and transformative interaction capability as mediators (Pio, 2021; Qamari et al., 2020). This research differentiates itself by using job embeddedness as a mediator between QWL and employee outcomes, including OCB, job performance, and turnover intention.

H8: Quality of Work Life has a positive and significant effect on Organizational Citizenship Behavior through job embeddedness.

H9: Quality of Work Life has a positive and significant effect on turnover intention through job embeddedness.

H10: Quality of Work Life has a positive and significant effect on job performance through job embeddedness

Based on the hypothesis development described above, a research model is proposed as follows:

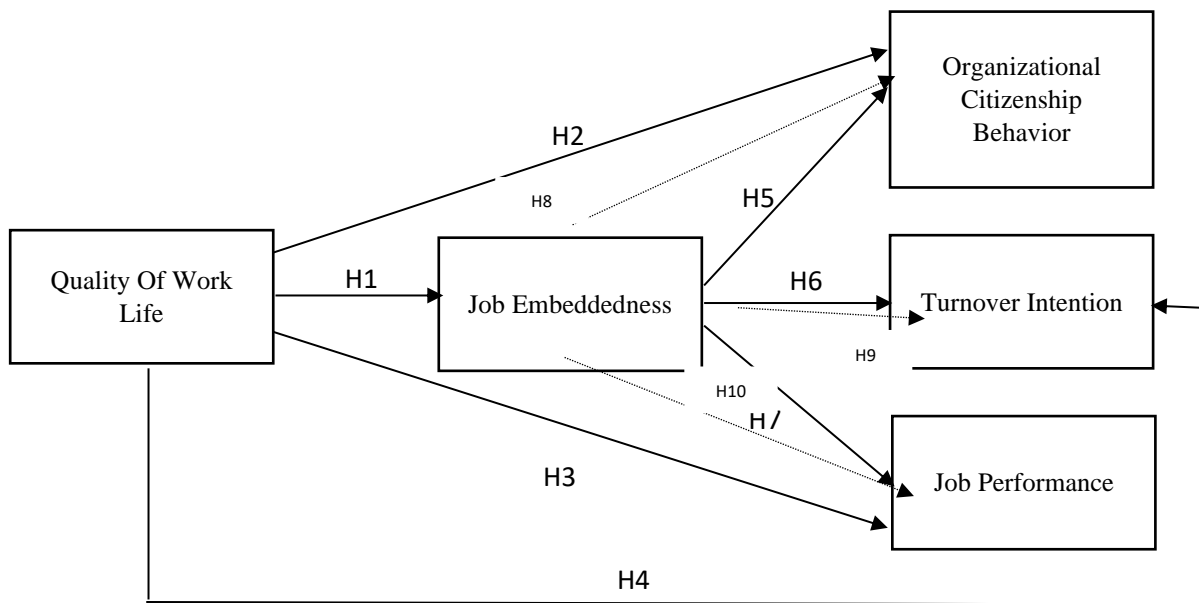


Figure 1. Research Model

Description

- > : Independent and mediating variables affect the dependent variable.
- - - - -> : Independent variables affect the mediating variable.

Figure 1 illustrates that the research model assumes a direct effect of Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB), turnover intention, and job performance. In this model, job embeddedness affects OCB, turnover intention, and job performance. Additionally, there are indirect effects of QWL on OCB, turnover intention, and job performance through job embeddedness. The model is designed to demonstrate that the quality of life can significantly impact the outcomes required by the organization, with job embeddedness serving as the mediator in this research framework.

3.0 Methods

3.1 Research Design

In this study, exploratory approach was used to test the hypotheses within the research model (Arshed & Danson, 2014), specifically, it was used to analyze the relationship between Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB), job performance, and turnover intention. This study also conducted mediation analysis to examine the indirect effects mediated by job embeddedness. This design was used to validate both direct and indirect effects on employee outcomes. The study assumed that employee outcomes were indicated by measurable variables including OCB, turnover intentions, and job performance (Zia et al., 2022). QWL was treated as the independent variable, job embeddedness as the mediator, and OCB, job performance, and turnover intention as the dependent variables in relation to employee outcomes.

3.2 Sampling dan Measurement

Participants in this study were recruited using purposive sampling technique based on accessibility and data availability (Sekaran & Bougie, 2020). The sample consisted of employees working at Daihatsu with a minimum tenure of one year and holding at least a staff-level position or roles directly involved in the machine manufacturing business processes. With a population of 250 individuals, and applying Slovin's formula, the sample size was determined to be 197 respondents. Data were collected by distributing 5-point likert scale online questionnaire. This scale was used to measure employee perceptions across all question items in the variable assessments. Quality of Work Life (QWL) was assessed through several dimensions including supervisor support, good work environment, professional respect, work-life balance, and skill development (Leitão et al., 2019). Meanwhile, job embeddedness was measured using three indicators: fit, link, and sacrifice (Mitchell, Holtom, Lee, et al., 2001). Job performance was evaluated based on efficiency, effectiveness, and punctuality in task completion (Johari & Yahya, 2012). Organizational Citizenship Behavior (OCB) was assessed through five indicators: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Knez et al., 2019). Turnover intention was measured by three indicators: thoughts of quitting, intention to quit, and intention to search for another job (Mobley et al., 1978).

3.3 Research Analysis

Quantitative data analysis in this study employed path analysis using the Partial Least Squares (PLS) method, utilizing Smart PLS 4.0 software. PLS is a powerful analytical technique that addresses assumptions in regression such as normality, multivariate normality, and multicollinearity among exogenous variables (Cheung & Wang, 2017). The first step involved analyzing question indicators for convergent validity, with a correlation value exceeding 0.70. If the correlation value was greater than 0.70, the research instrument was deemed valid. Discriminant validity was assessed to determine the adequacy of discriminant validity by comparing the Average Variance Extracted (AVE) square root for each variable with the correlation values among variables in the model. A variable was considered valid if the AVE was greater than the correlation values among variables in the model, and if the AVE was greater than 0.5. Reliability was tested by examining the composite reliability values for construct variables, where a value greater than 0.7 was required. The goodness of fit was evaluated using the Standardized Root Mean Square Residual (SRMR), with a value between 0.1 and 0.8 indicating a perfect fit (Hair et al., 2021). The coefficient of determination (R-Square) was used to explain the simultaneous relationships among variables, with a maximum absolute level of 100%. Hypothesis testing was performed using T-tests, where

if the T-value exceeded the critical value, the hypothesis was accepted, indicating the presence of both direct and indirect effects among the variables.

4.0 Results and Discussion

4.1 Respondent Profile

This study involved 197 respondents to collect the data. Table 2 below presents the respondents' profiles:

Table 2: Respondent Profile

Component	Respondents' Characteristics	Total	Percentage (%)
Gender	Male	146	74.11%
	Female	51	25.89%
Age	< 20 years	0	0.00%
	20-30 years old	75	38.07%
	31-40 years old	86	43.65%
	> 40 years old	36	18.27%
Tenure	< 2 years	34	17.26%
	2-5 years old	46	23.35%
	6-10 years old	67	34.01%
	10-15 years old	34	17.26%
	> 15 years old	16	8.12%
Education level	Senior High School	77	39%
	Associate's Degree	38	19%
	Bachelor	75	38%
	Master	7	4%
Position	Staff	61	31%
	Supervisor	44	22%
	Operator	77	39%
	Manager	15	8%
Work Unit/ Department	Production	53	27%
	Operation	82	42%
	Supply Chain	37	19%
	Marketing	14	7%
	Finance	11	5%

Table 2 presents the sample characteristics of the study, which comprised 197 respondents. Among them, 146 respondents (74.11%) were male, and 51 respondents (25.89%) were female. Regarding age, 75 respondents (38.07%) were aged 20-30 years, 86 respondents (43.65%) were aged 31-40 years, and 36 respondents (18.27%) were older than 40 years. In terms of tenure, 34 respondents (17.26%) had less than 2 years of service, 46 respondents (23.35%) had 2-5 years of service, 67 respondents (34.01%) had 6-10 years of service, 34 respondents (17.26%) had 11-15 years of service, and 16 respondents (8.12%) had more than 15 years of service. The majority of respondents had 6-10 years of service (34.01%), followed by 2-5 years (23.35%), less than 2 years (17.26%), 11-15 years (17.26%), and more than 15 years (8.12%).

Educational backgrounds were as follows: 77 respondents (39%) had senior high school education, 75 respondents (38%) held a bachelor's degree, 38 respondents (19%) had a diploma, and 7 respondents (4%) held a master's degree. In terms of job levels, the majority were operators (39%), followed by staff (31%), supervisors (22%), and managers (8%). The distribution of respondents by work unit was: operation (42%), production (27%), supply chain (19%), marketing (7%), and finance (7%). The classification of respondents met the minimum requirement of 1 year of service and direct involvement with the company's business processes.

4.2 Statistical Analysis

The first stage involved testing the measurement model of the research through the outer model assessment, focusing on indicators that form reflective latent variables. This testing aimed to measure the validity and reliability of the indicators, which included convergent validity, discriminant validity, and composite reliability, as well as Cronbach's alpha with a value of 0.7.

Table 3: Outer Loading

Variable	Indicator	Item	Outer Loading	t - Statistics
Quality Of Work Life	Supervisor support (X.1)	X1Q1	0.885	34.682
		X1Q2	0.817	23.223
	Good work environment (X.2)	X2Q3	0.808	26.018
		X2Q4	0.824	36.822
	Professional respect (X.3)	X3Q5	0.808	29.293
		X3Q6	0.845	24.570
	Work life balance (X.4)	X4Q7	0.862	33.053
		X4Q8	0.872	31.139
	Skill development (X.5)	X5Q9	0.780	18.603
		X5Q10	0.854	29.530
Job Embeddedness	Fit (Z.1)	Z1Q11	0.744	17.365
		Z1Q12	0.813	26.809
	Link (Z.2)	Z2Q13	0.811	25.231
		Z2Q14	0.811	34.916
	Sacrifice (Z.3)	Z3Q15	0.760	13.659
		Z3Q16	0.812	15.625
Organizational Citizenship Behavior	Altruism (Y1.1)	Y1.1Q17	0.807	30.684
		Y1.1Q18	0.735	16.687
	Courtesy (Y1.2)	Y1.2Q19	0.770	23.071
		Y1.2Q20	0.708	14.608
	Sportsmanship (Y1.3)	Y1.3Q21	0.787	25.085
		Y1.3Q22	0.750	19.818
	Conscientiousness (Y1.4)	Y1.4Q23	0.757	14.820
		Y1.4Q24	0.732	13.859
	Civic virtue (Y1.5)	Y1.5Q25	0.803	23.830
		Y1.5Q26	0.811	22.080
Turnover Intention	Thoughts of quitting (Y2.1)	Y2.1Q27	0.730	14.750
		Y2.1Q28	0.819	26.177
	Intention to quit (Y2.2)	Y2.2Q29	0.802	23.890
		Y2.2Q30	0.783	22.222

Variable	Indicator	Item	Outer Loading	t - Statistics
	Intention to search for another job (Y2.3)	Y2.3Q31	0.815	29.378
		Y2.3Q32	0.745	14.070
Job Performance	Efficiency (Y3.1)	Y3.1Q33	0.834	35.939
		Y3.1Q34	0.788	22.431
	Effectiveness (Y3.2)	Y3.2Q35	0.839	35.887
		Y3.2Q36	0.761	20.092
	Punctuality (Y3.3)	Y3.3Q37	0.740	18.619
		Y3.3Q38	0.789	28.237

Table 3 indicates that all outer loading values exceed 0.70 and the t-statistic values are greater than 1.96 at the 5% significance level. This demonstrates that all observed indicators of the research variables meet the criteria for convergent validity. The following table presents the discriminant validity test results:

Table 4: Discriminant Validity

Variable	AVE	$\sqrt{\text{AVE}}$	QWL	JE	OCB	TI	JP
QWL	0.628	0.792	1.000				
JE	0.605	0.777	0.606	1.000			
OCB	0.694	0.833	0.404	0.501	1.000		
TI	0.559	0.747	0.440	0.443	0.299	1.000	
JP	0.613	0.782	0.557	0.766	0.497	0.458	1.000

Source: SmartPls 5.0 Output

Description QWL: Quality of Work Life, JE: Job Embeddedness, OCB: Organizational Citizenship Behavior, TI: Turnover Intention, JP: Job Performance

Table 4 shows that the $\sqrt{\text{AVE}}$ values for all construct variables exceed the average correlation among constructs, which ranges from 0.299 to 0.606. Specifically, the $\sqrt{\text{AVE}}$ values are 0.792 for quality of work life, 0.777 for job embeddedness, 0.833 for organizational citizenship behavior, 0.747 for turnover intention, and 0.782 for job performance. Additionally, all AVE values are greater than 0.5. This indicates that all construct variables are valid according to the criteria for discriminant validity. The following table presents the data reliability.

Table 5: Reliability

Variable	AVE	Cronbach's Alpha	Composite Reliability	Description
Quality of Work Life	0.628	0.882	0.888	Reliable
Job Embeddedness	0.605	0.927	0.928	Reliable
Organizational Citizenship Behavior	0.694	0.951	0.952	Reliable
Turnover Intention	0.559	0.871	0.887	Reliable
Job Performance	0.613	0.874	0.876	Reliable

Source: SmartPls 5.0 Output

Table 4 explains that all Fornel Lacker Criterion values on the variables of quality of work life, job embeddedness, job performance, OCB, and turnover intention are greater than the AVE value. All of these variables meet the discriminant validity. So, the Table 5 is a table for reliability measured by Cronbach Alpha and Composite Reliability.

Table 6: Model Fit

Variable	R-Square	SRMR	Q
Job Embeddedness	0.163	0.434	0.373
Organizational Citizenship Behavior	0.446		
Turnover Intention	0.211		
Job Performance	0.399		

Source: SmartPls 5.0 Output

Table 6 indicates that the R-Square value for the variable job performance explains 0.163 (16.3%) of the variance in job embeddedness, categorized as weak. Job embeddedness explains 0.446 (44.6%) of the variance in organizational citizenship behavior, categorized as moderate. Job embeddedness accounts for 0.211 (21.1%) of the variance in turnover intention, categorized as weak. Job embeddedness explains 0.399 (39.9%) of the variance in job performance, categorized as moderate. The Q-Square value of 0.373 categorizes the research model as strong. This percentage shows that 37.3% of the variation in endogenous variables (employee outcomes) can be predicted by variations in exogenous variables, while the remaining 62.5% is explained by variables not included in this research model. The SRMR value of 0.434 indicates that the structural model in the study has strong predictive capability, meaning the model has a high ability to explain empirical data. The following table presents the hypothesis test result on direct effect:

Table 7: Direct Effect Test

Relationships between Variables	Path Coefficient	t-Statistics	Cut Off	Description
QWL → JE	0.404	8.784	1.96	H1 accepted
QWL → OCB	0.305	6.103	1.96	H2 accepted
QWL → TI	-0.145	7.163	1.96	H3 accepted
QWL → JP	0.325	6.265	1.96	H4 accepted
JE → OCB	0.483	5.268	1.96	H5 accepted
JE → TI	-0.381	2.207	1.96	H6 Accepted
JE → JP	0.426	5.828	1.96	H7 Accepted

Source: SmartPls 5.0 Output

Description QWL: Quality of Work Life, JE: Job Embeddedness, OCB: Organizational Citizenship Behavior, TI: Turnover Intention, JP: Job Performance

Table 7 indicates that H1 is accepted with a t-statistic value greater than 1.96, specifically $8.784 > 1.96$. This shows that quality of work life significantly affects job embeddedness. H2 is accepted with a t-statistic value greater than 1.96, specifically $6.103 > 1.96$. This indicates that quality of work life significantly affects organizational citizenship behavior. H3 is accepted with a t-statistic value greater than 1.96, specifically $7.164 > 1.96$. This demonstrates that quality of work life significantly affects turnover intention. H4 is accepted with a t-statistic value greater than 1.96, specifically $6.265 > 1.96$. This shows that quality of work life significantly affects job performance. H5 is accepted with a t-statistic value greater than 1.96, specifically $5.268 > 1.96$. This indicates that job embeddedness significantly affects organizational citizenship behavior. H6 is accepted with a t-statistic value greater than 1.96, specifically $2.207 > 1.96$.

This demonstrates that job embeddedness significantly affects turnover intention. H7 is accepted with a t-statistic value greater than 1.96, specifically $5.828 > 1.96$. This shows that job embeddedness significantly affects job performance. The following table presents the hypothesis test result indirect effect:

Table 8: Hypothesis Test on Indirect Effect

Relationships between Variables	Path Coefficient	t-Statistics	Cut Off	Description
QWL → JE → OCB	0.195	0.653	1.96	H8 Rejected
QWL → JE → TI	-0.058	5.916	1.96	H9 accepted
QWL → JE → JP	0.131	4.548	1.96	H10 accepted

Source: Sobel Test Result

Description QWL: Quality of Work Life, JE: Job Embeddedness, OCB: Organizational Citizenship Behavior, TI: Turnover Intention, JP: Job Performance

Table 8 explains that H8 is rejected with a t-statistic value less than 1.96, specifically $0.653 < 1.96$, indicating that quality of work life does not significantly affect organizational citizenship behavior through job embeddedness. H9 is accepted with a t-statistic value greater than 1.96, specifically $5.916 > 1.96$, showing that quality of work life significantly negatively affects turnover intention through job embeddedness. H10 is accepted with a t-statistic value greater than 1.96, specifically $4.548 > 1.96$, indicating that quality of work life significantly affects job performance through job embeddedness.

4.3 Discussion

Quality of work life (QWL) can improve job embeddedness by 40.4%. Employee satisfaction provides consistency and fosters professional work behavior. Satisfaction is related to the attachment between employees and their jobs and organizations. When employees experience high job embeddedness, they are less likely to leave their positions. QWL encompasses various processes, strategies, techniques, and management styles aimed at enhancing work outcomes and employee satisfaction, leading to increased organizational effectiveness. A positive work environment contributes to employees feeling secure, satisfied, and having opportunities for growth and development. Several studies support the notion that high QWL positively impacts job embeddedness (Ampofo et al., 2018; Elsaid Elsabahy et al., 2019; Zhao et al., 2013). This demonstrates a method for improving employee quality of work life within organizations.

Quality of work life (QWL) can enhance organizational citizenship behavior (OCB) by 30.5%. The extra role behaviors exhibited by employees do not impact the quality of work life positively. The development of OCB by employees aims to create a favorable work environment. QWL fosters positive behaviors that correlate with employees' willingness to assist others and perform tasks beyond what the organization expects, thereby benefiting the organization. Several studies indicate that QWL positively affects OCB (Firdaus et al., 2023; Suyantiningasih et al., 2018). OCB encourages employees to voluntarily exceed their job roles within the organization. QWL can reduce turnover intention by 14.5%. Efforts to minimize turnover intention should involve improvements in QWL, with the goal of enhancing work outcomes, employee productivity, work motivation, reducing burnout, and increasing employee retention (Korunka et al., 2008). Some studies show that QWL negatively impacts turnover intention (Els et al., 2021; Xu et al., 2022). An imbalance between workload and rewards can influence employees' thoughts or intentions regarding turnover. Although the quality of work life may be considered good, employees should have autonomy in decision-making related to their work.

Quality of work life (QWL) can improve job performance by 32.5%. This study supports the notion that QWL has a positive effect on job performance (Al-Dossary, 2022; Soroya et al., 2022). QWL serves as a foundation for productivity, with external factors such as the ability to perform tasks, motivation, work ethic, and job design significantly supporting employee job performance. The appropriate application of QWL by organizations should be continually developed to ensure smooth organizational operations. QWL aims to provide better opportunities for employee participation, challenges, expectations, and promising well-being. Therefore, it can be concluded that QWL positively influences employee outcomes, represented by turnover intention, job performance, and organizational citizenship behavior (OCB).

Job embeddedness enhances OCB by 48.3%. Job embeddedness introduces psychological behavioral aspects that contribute to improved job and organizational functions. When employees are well-embedded in their job or organization, positive behaviors emerge naturally (Mansour & Jordan, 2022). Research findings indicate that job embeddedness positively affects OCB (Karatepe, 2012; Shah et al., 2020; Zia et al., 2022). OCB reflects employees' contributions beyond organizational demands, leading to behaviors such as helping others, volunteering for extra tasks, and adhering to workplace rules and procedures.

Job embeddedness can reduce turnover intention by 38.1%. It fosters loyalty and decreases the desire to move to another company. Employees who feel embedded within the organization are likely to exhibit greater engagement and commitment. Several studies have shown that job embeddedness negatively affects turnover intention (Coetzer et al., 2019; Ratnawati et al., 2020). Job embeddedness can improve job performance by 42.6%. High levels of job embeddedness align employees' expectations with their perceptions of fit and comfort. This alignment is evidenced by clear career advancement opportunities, personal value, and future planning within the organization. Such goals motivate employees to work diligently to achieve them, utilizing their skills and abilities to produce optimal results. Research indicates that job embeddedness positively impacts job performance (Qian et al., 2022; Tian et al., 2016; Yu et al., 2020; Zia et al., 2022). It encourages employees to engage in work behaviors that contribute to organizational effectiveness and desired job performance outcomes (Andresen, 2015).

Quality of work life does not significantly impact organizational citizenship behavior (OCB) and only increases it by 19.5% when mediated by job embeddedness. Some studies suggest that quality of work life can enhance OCB through organizational commitment (Sumarsi, Alimuddin, 2020; Ulfa et al., 2021). Job embeddedness does not significantly mediate the relationship between quality of work life and OCB, as fostering job embeddedness requires time and the establishment of new work behaviors. Therefore, the effect of quality of work life on OCB is direct rather than mediated by job embeddedness. Indirectly, quality of work life reduces turnover intention by 5.8% and improves job performance by 13.1% through job embeddedness. Several studies confirm that quality of work life negatively affects turnover intention through job embeddedness (Dechawatanapaisal, 2017; Zhao et al., 2013). Additionally, some research demonstrates that quality of work life enhances job performance through job embeddedness (Pio, 2021; Qamari et al., 2020). A good quality of work life is reflected in employees' productivity in completing tasks. Organizations need to recognize that quality of work life can be a strategic human resource tool to promote and maintain a positive work environment (Nanjundeswaraswamy & Beloor, 2024). This ensures that employees work effectively and meet organizational goals. Employees will perform optimally when their perceptual needs are met. When employees experience a high quality of work life, they develop a

strong attachment to their job and organization, driving them to deliver their best work. Hence, it is crucial for organizations to assess employees' needs to foster behaviors that enhance quality of work life, thereby achieving organizational goals and expectations.

5.0 Conclusion

This study concludes that quality of work life positively contributes to employee outcomes. Organizations can create a comfortable work environment for employees, which enhances their attachment to their jobs and the organization. Quality of work life drives employees to willingly perform tasks beyond their formal roles and improve job quality to meet organizational standards. Job embeddedness fosters positive behavior and contributes to organizational efficiency and effectiveness through the development of organizational citizenship behavior (OCB). It enhances employees' loyalty to the organization and reduces turnover intention, thus minimizing the likelihood of employees leaving. Job embeddedness acts as a mediator to measure the indirect effects on employee outcomes. OCB should be developed directly through quality of work life, work environment, or organizational culture. Indirect effects primarily influence job performance and turnover intention. High-quality performance shapes employees' perceptions, encouraging long-term retention.

Further research could be conducted in different industries. Quality of work life is essential for achieving desired performance levels. This study is limited to employees at the staff level. Future research could extend to other job categories such as educators, doctors, managers, and top management. Different job levels require varying quality of work life. Mediation variables may be adjusted according to the research context, and it is recommended to explore moderating variables like perceived organizational support or organizational resilience. Moderation can measure the organization's support in providing quality of life to employees, aligning with business targets.

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Surat kami : 700-KPK (PRP.UP.1/20/1)

Tarikh : 20 Januari 2023

Prof. Madya Dr. Nur Hisham Ibrahim
Rektor
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Cawangan Perak



Tuan,

PERMOHONAN KELULUSAN MEMUAT NAIK PENERBITAN UiTM CAWANGAN PERAK MELALUI REPOSITORI INSTITUSI UiTM (IR)

Perkara di atas adalah dirujuk.

2. Adalah dimaklumkan bahawa pihak kami ingin memohon kelulusan tuan untuk mengimbas (*digitize*) dan memuat naik semua jenis penerbitan di bawah UiTM Cawangan Perak melalui Repositori Institusi UiTM, PTAR.

3. Tujuan permohonan ini adalah bagi membolehkan akses yang lebih meluas oleh pengguna perpustakaan terhadap semua maklumat yang terkandung di dalam penerbitan melalui laman Web PTAR UiTM Cawangan Perak.

Kelulusan daripada pihak tuan dalam perkara ini amat dihargai.

Sekian, terima kasih.

“BERKHIDMAT UNTUK NEGARA”

Saya yang menjalankan amanah,

Setuju.

27.1.2023

SITI BASRIYAH SHAIK BAHARUDIN
Timbalan Ketua Pustakawan

PROF. MADYA DR. NUR HISHAM IBRAHIM
REKTOR
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