

Turnover Intention: is it Influenced by Quality of Work Life and Job Satisfaction as a Mediator?

Arman Jaya^{1*}, Titik Rosnani¹, Heriyadi¹, Yulyanti Fahrana¹, Dody Pratama Marumpe¹

¹Universitas Tanjungpura, Fakultas Ekonomi dan Bisnis, Pontianak, Indonesia

*Corresponding Author: Arman Jaya

Universitas Tanjungpura, Fakultas Ekonomi dan Bisnis, Pontianak, Indonesia

Article History

Received: 02.10.2023

Accepted: 06.11.2023

Published: 08.11.2023

Abstract: The research aims are to determine the influence of quality of work life on turnover intention, the impact of quality of work life on job satisfaction, the influence of job satisfaction on turnover intention, and the indirect effect of quality of work life on turnover intention through job satisfaction among employees. This study is quantitative research with a population size of 107 employees, and the sample was drawn from the entire employee population. The analytical method used is simple linear regression. The research results indicate a negative and significant partial effect of quality of work life on turnover intention. There is also a positive and significant partial effect of quality of work life on job satisfaction. Furthermore, there is a negative and significant partial effect of job satisfaction on turnover intention. Lastly, there is an indirect effect of quality of work life on turnover intention through job satisfaction. This means that as the level of quality of work life increases, job satisfaction will improve, and either directly or indirectly, turnover intention will decrease.

Keywords: Quality of work life, job satisfaction, turnover intention.

1. INTRODUCTION

Quality of work life is employees' perception of the organizational environment where they work. Organizations strive to create a comfortable and supportive work environment by aligning employees, technology, tasks, and the surroundings. This is aimed at achieving a balance between personal life and work. Quality of work life is one of the key objectives in meeting employees' needs and desires (Cascio, 2015). Quality of work life can be understood as employees' perception of their physical and mental well-being while working. There are two views regarding the definition of quality of work life. First, quality of work life consists of a set of conditions and practices within the organization (e.g., democratic leadership, employee participation, and safe working conditions). Meanwhile, the second view states that quality of work life is the employees' perspective that they want to feel safe, satisfied, and have opportunities to grow and develop as deserving individuals.

The quality of work life is certainly important to consider. The level of effort exerted by employees to achieve the company's goals is influenced by their belief that these efforts will meet their personal needs and desires (Lam *et al.*, 2001). Furthermore, research results indicate that the quality of work life has an impact on employees' desire to leave the organization, known as turnover intention (Rokhman, 2003). Therefore, effective employee management is crucial to prevent turnover intention.

Turnover intention is the desire of an employee to leave a company. Turnover intention is important to consider because it can lead to other issues within the company. Turnover can be seen as a negative phenomenon (Carbery *et al.*, 2003), as high employee turnover results in costs and losses for the company (Tracey & Hinkin, 2006).

Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

CITATION: Arman Jaya, Titik Rosnani, Heriyadi, Yulyanti Fahrana, Dody Pratama Marumpe (2023). Turnover Intention: is it Influenced by Quality of Work Life and Job Satisfaction as a Mediator?. *South Asian Res J Bus Manag*, 5(6), 179-187.

Several studies and literature indicate that turnover intentions refer to an employee's intention to seek alternative employment (Pasewark & Strawser, 1996). However, when employees are content with their jobs, the employee turnover rate in the company decreases, and if employees are not given their due when they express dissatisfaction, turnover intentions increase (Javed *et al.*, 2014). The issue of high employee turnover is not limited to a single country, as it occurs in various countries. Research results suggest that high employee turnover has long been a serious problem in China (Qiu *et al.*, 2015).

Low job satisfaction is often identified as a significant reason that leads employees to leave their jobs (Judge *et al.*, 2012). Additionally, an employee's job dissatisfaction can also lead to various issues, such as increased absenteeism, passive work behavior, and the potential to disrupt or hinder the performance of other employees (Demicco & Reid, 1988). There are five indicators that can be used to measure job satisfaction: satisfaction with supervisors, satisfaction with co-workers, satisfaction with pay, satisfaction with promotion, and satisfaction with work itself (Tsai & Cheng, 2012). Therefore, companies should pay attention to and understand what their employees desire. Employees may seek the same job elsewhere for a higher, more satisfying salary than their current workplace. This is what makes employees consider leaving and working elsewhere. An increasing number of departing employees is often used as an indicator of underlying organizational issues. The impact of employee dissatisfaction can result in high costs and harm the company.

In light of the foregoing discussion, it becomes imperative to formulate specific research inquiries regarding several variables that are anticipated to influence turnover intention:

1. Does the quality of work life exert a statistically significant and negative influence on employees' turnover intention?
2. Is there a statistically significant and positive relationship between the quality of work life and employees' job satisfaction?
3. To what extent does job satisfaction exhibit a statistically significant and negative association with employees' turnover intention?
4. Is there evidence to suggest that the quality of work life influences turnover intention through its impact on job satisfaction?

These research questions form the basis for a comprehensive investigation into the relationships between quality of work life, job satisfaction, and turnover intention in an organizational context.

Quality of Work Life

Quality of work life (QWL) is a systematic effort within the organizational context, wherein employees are provided with opportunities to actively contribute in determining how they work and the roles they play in achieving the organization's goals and various objectives (Siagian, 2019). It is also recognized as one of the vital objectives in meeting employees' needs and desires (Cascio, 2015). QWL encompasses five dimensions, which include a safe and healthy work environment, recognition of employee performance, work-life balance, job autonomy, and peer recognition (Sirgy, 2021).

Based on the definitions provided by the aforementioned experts, quality of work life (QWL) can be understood as employees' perceptions of the work environment within the organization where they are employed. In this context, organizations strive to align employees, technology, tasks, and the environment by creating a comfortable and supportive work environment that fosters employee creativity and innovation, thereby achieving a balance between their personal and professional lives. There are nine QWL indicators, which consist of employee engagement, career development, problem-solving, communication, available facilities, job security, workplace safety, equitable compensation, and institutional pride (Cascio, 2015).

Job Satisfaction

Job satisfaction can be defined as a positive emotional state that arises from one's evaluation of their work experiences (Mathis *et al.*, 2017) and assessments of its characteristics (Robbins & Judge, 2018), which encompass salary and compensation, job characteristics, and individual characteristics (Ezzat & Ehab, 2019). Furthermore, job satisfaction refers to overall satisfaction with salary/compensation, job security satisfaction, satisfaction with the job itself, satisfaction with working hours, and satisfaction with the flexibility to balance work and non-work commitments (Tran & Tran, 2023).

Turnover Intention

Turnover intention is the potential desire of employees to leave the company (Ramalho Luz *et al.*, 2018) and their job (Serhan *et al.*, 2022). There are two types of turnover intention: involuntary turnover intention and voluntary turnover intention (Ramalho Luz *et al.*, 2018). When employees choose to leave their jobs voluntarily, for example, because they want to explore better career opportunities, move to another city, or take an extended leave, this situation can be referred to as voluntary turnover intention (Kmieciak, 2022). On the other hand, when employees are compelled to leave their jobs

without their consent, such as in the case of layoffs or termination due to performance or behavioral issues, this condition is termed involuntary turnover intention.

1.1 Quality of Work Life towards Turnover Intention

Quality of work life is one of the parameters in studies related to turnover intention. Someone who feels their life needs are fulfilled within a company where they work will be content and choose to stay. However, when an employee perceives a poor quality of work life within their current organization, they may contemplate leaving the company to seek employment elsewhere.

Quality of work life is a significant objective in meeting employee needs and desires. Quality of work life can be defined as an employee's perception of their mental and physical well-being while at work (Cascio, 2015). Quality of Work Life has a negative impact on turnover intention, which is the desire of employees to leave an organization (Rokhman, 2003). Therefore, quality of work life has a strong influence on turnover intention (Jabeen *et al.*, 2018).

H1: Quality of work life has a significant negative impact on turnover intention.

1.2 Quality of Work Life towards Job Satisfaction

The research results demonstrate a significant positive relationship between Quality of Work Life and job satisfaction (Rokhman, 2003). A good quality of work life can also foster the desire of employees to stay and persist within the organization. Other studies indicate the same: quality of work life, referring to employees' satisfaction with various needs through resources, activities, and outcomes originating from employee participation in the workplace (Kim *et al.*, 2017), tends to yield positive outcomes for employees' job satisfaction. It can be inferred that employees express their satisfaction with the way the company treats them. Satisfaction can be viewed as a positive statement resulting from employees' evaluations of what the company/organization has done for them.

Job satisfaction is defined as a positive emotional state arising from an individual's assessment of their work experiences (Mathis *et al.*, 2017), as well as assessments of its characteristics (Robbins & Judge, 2018), which refer to overall satisfaction with salary/compensation, job security satisfaction, satisfaction with the job itself, satisfaction with working hours, and satisfaction with the flexibility to balance work and non-work commitments (Tran & Tran, 2023). Thus, Quality of Work Life can foster employees' desire to stay and persist in their current job, and Quality of Work Life has a positive impact on job satisfaction.

H2: Quality of work life has a significant positive impact on job satisfaction.

1.3 Job Satisfaction towards Turnover Intention

Managing employees effectively is essential to maintaining employee job satisfaction. In this context, job satisfaction is used as a mediating variable in employees' turnover intention. Employees who are content with their work are more likely to choose to stay and continue in their current positions. When employees have high levels of job satisfaction, it reduces the likelihood of them leaving. Research findings indicate that job satisfaction has a significant negative impact on turnover intention (Wedantha & Supartha, 2016), and the level of job satisfaction influences the level of turnover intention (Lee *et al.*, 2012). Therefore, the higher the level of job satisfaction among employees, the lower their intention to leave or quit working within an organization. Consequently, job satisfaction has a significant negative impact on employees' turnover intention.

H3: Job satisfaction has a significant negative impact on turnover intention.

1.4 Quality of Work Life towards Turnover Intention Mediated by Job Satisfaction

Several studies have found that quality of work life significantly and negatively influences turnover intention (Almalki *et al.*, 2012; Gunawan & Widodo, 2021; Rokhman, 2003). The indirect influence of quality of work life on turnover intention with job satisfaction as a mediator also warrants further investigation. Research by Jabeen *et al.*, (2018) indicates that job satisfaction can mediate the relationship between quality of work life and turnover intention, and this is further supported by research conducted by Mosadeghrad (2013).

H4: Quality of work life affects turnover intention through job satisfaction.

2. METHOD

Research methodology is the plan and procedures for research, including the detailed methods of data collection and analysis (Creswell, 2014). The method used in this research is the quantitative method. Quantitative research can be defined as a research method based on positivism philosophy, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2015).

To obtain accurate data, this research uses questionnaire with the Likert scale as a means to measure variables. The Likert scale itself is a response format for scale items, not a type of scale. Typically, the Likert scale consists of 1-5 or 1-7 points on an interval scale used by respondents to assess the extent to which they agree or disagree with specific

statements. In this study, the researcher used a 1-5 scale (ranging from Strongly Disagree to Strongly Agree). The questionnaire was distributed to a research sample, consisting of 107 respondents, which was selected using a census method (full population sampling). In the determination of the sample, all members of the population were used as the sample (Creswell, 2014).

The data analysis method in this research will be carried out using Simple Linear Regression with the assistance of SPSS software. SPSS (Statistical Package for the Social Sciences) is a statistical software used for data analysis in the field of social sciences, such as psychology, sociology, and economics. SPSS provides features for descriptive data analysis, conducting statistical tests, creating graphs, and managing data. This software has been widely used by researchers, social observers, and practitioners in various social science disciplines to analyze quantitative data.

In addition, Validity testing is conducted to determine whether the research instrument can accurately measure the intended construct. The researcher performs a validity test on the research questionnaire, focusing on content validity, which involves comparing the correlation coefficient (R calculated) with the critical R value (R table). The validity condition is met when the calculated R is greater than the critical R for the degrees of freedom (df) of $n-2$. In this case, the questionnaire items or statements are considered valid. Reliability testing is also conducted with the intention of assessing the consistency of the data instruments used. Reliability is a prerequisite for achieving questionnaire validity in the research context. The technique for testing reliability is done using Cronbach's Alpha value. To meet the reliability requirement, the Cronbach's Alpha value for the research variable should be greater than 0.6. This indicates that the data instruments demonstrate a satisfactory level of internal consistency.

The goodness of fit is also applied in the research. R-squared, also known as the coefficient of determination, is used to assess how significant the influence of independent variables is on dependent variables. A higher R-squared value indicates that the independent variables have a greater ability to explain the variation in the dependent variable. In addition, regression analysis is used to determine the influence of one variable (X) on another variable (Y). The regression equation used is as follows:

$$Y = a + bX + e$$

This equation represents the relationship between the independent variable(s) and the dependent variable, and it is used to understand how changes in the independent variable(s) affect the dependent variable.

Hypothesis testing in this research is conducted using simple regression analysis to determine the extent of the influence of the independent variable on the dependent variable. Hypothesis testing in this study is carried out through the t-test (partial test) and the coefficient of determination or R-squared analysis. The t-test assesses the significance of individual regression coefficients (the impact of specific independent variables), while the R-squared analysis provides insight into the overall explanatory power of the model (Ghozali, 2011).

The t-test assesses how much the influence of an individual independent variable explains the variation in the dependent variable. The significance level used for the partial test is typically set at 0.05 ($\alpha=5\%$). To determine the significance, you can check the Significance value in the SPSS output table. If the Significance value is less than 0.05, it indicates that the independent variable (X) has a partial significant effect on the dependent variable (Y).

3. RESULT AND DISCUSSION

In this research, data collection was carried out by distributing questionnaires to 107 employees in Company X. The number of returned questionnaires for analysis was 107, resulting in a 100% response rate.

3.1 RESULT

3.1.1 Characteristics of Respondents

Based on the questionnaires collected from 107 respondents, data were obtained regarding respondents' gender, age, marital status, education, position, and length of employment.

Table 1: Characteristics of Respondents

Characteristics	Details	Frequency	Percentage
Gender			
	Male	76	71,03%
	Female	31	28,97%
Age			
	< 20 tahun	1	0,93%
	20 - 25 tahun	34	31,78%
	26 – 30 tahun	28	26,17%

Characteristics	Details	Frequency	Percentage
	31 – 35 tahun	22	20,56%
	36 – 40 tahun	15	14,02%
	41 – 45 tahun	5	4,67%
	>45tahun	2	1,87%
Marital Status			
	Married	65	60,75%
	Not Married	42	39,25%
Education			
	High School	82	76,64%
	Diploma (1 year study)	3	2,80%
	Diploma (2 years study)	-	-
	Diploma (3 years study)	9	8,41%
	Bachelor	13	12,15%
	Master	-	-
Position			
	Sales Marketing	4	3,74%
	HR Departement	2	1,87%
	Finance	11	10,28%
	Front Office	14	13,08%
	Food & Beverage Service	19	17,76%
	Food & Beverage Product	17	15,89%
	Housekeeping	25	23,36%
	Engineering	15	14,02%
Length of Employment			
	< 5 years	53	49,53%
	5 - 10 years	51	47,66%
	>10 years	3	2,80%

The characteristics of respondents based on gender show a preference for male workers over females, with males accounting for 71.03% and females making up only 28.97%. The average age falls in the range of 21-25 years. This indicates that most of the positions within the company require male labor, although some jobs can also be performed by females within the productive age range. In addition, the average employees working are married (60.75%) with most of them having a high school education, which accounts for 82 individuals or 76.64%. The most common job positions are in Housekeeping (23.36%), Food & Beverage Service (17.76%), and Food & Beverage Product (15.89%), with numerous of them having less than 5 years of Employment Length (49.53%).

3.1.2 Results of Research Instrument Testing

Validity testing was conducted based on item analysis, which involved correlating each item with the variable (the sum of all question items). The correlation technique used was the Pearson Product Moment, calculated with the assistance of SPSS version 25. An item statement/question is considered valid if the calculated r-value is greater than the critical r-value. Here are the results of the item validity test for each variable. Reliability testing in this research was conducted by calculating the Cronbach's Alpha value for each tested variable. If the Cronbach's Coefficient Alpha value is greater than 0.6, the responses from the questionnaire as a measurement tool are considered reliable. If the Cronbach's Coefficient Alpha value is less than 0.6, the responses from the questionnaire as a measurement tool are considered unreliable. The results of validity and reliability testing in this research are consistent with Table 2.

Table 2: Results of Research Instrument Testing

Variables	Items	Loading Factor	Cronchbach's Alpha	Description
Quality of Work Life (X)			0,859	Reliable
	X.1	0,278		Valid
	X.2	0,231		Valid
	X.3	0,741		Valid
	X.4	0,625		Valid
	X.5	0,350		Valid
	X.6	0,643		Valid
	X.7	0,384		Valid
	X.8	0,610		Valid

Variables	Items	Loading Factor	Cronbach's Alpha	Description
	X.9	0,593		Valid
Turnover Intention (Y)			0,791	Reliable
	Y.1	0,796		Valid
	Y.2	0,823		Valid
	Y.3	0,784		Valid
	Y.4	0,634		Valid
	Y.5	0,508		Valid
Job Satisfaction (Z)			0,850	Reliable
	Z.1	0,524		Valid
	Z.2	0,688		Valid
	Z.3	0,702		Valid
	Z.4	0,596		Valid
	Z.5	0,648		Valid
	Z.6	0,714		Valid
	Z.7	0,621		Valid
	Z.8	0,747		Valid
	Z.9	0,659		Valid
	Z.10	0,727		Valid

Table 2 indicates that all questionnaire items have loading factors greater than the critical value (0.195). Therefore, all items are valid and capable of expressing what is being measured by the questionnaire. In addition, the Cronbach's alpha values for each variable are greater than 0.6. This means that the questionnaire given to the respondents is reliable because the respondents' responses to the questionnaire items are consistent or stable over time.

3.1.3 Hypothesis Testing

The T-test in statistics measures the extent to which an individual independent variable explains the variation in the dependent variable. The testing is conducted at a significance level of 0.05 ($\alpha=5\%$). For partial testing, significance can be determined by examining the Significance value. In the SPSS output table, if the Significance value is less than 0.05, it indicates that the independent variable (X) has a significant partial effect on the dependent variable (Y). Additionally, it can be compared with the calculated t-value to the critical t-value (t-table) for a specific degree of freedom (n-k-1). If the calculated t-value is greater than the critical t-value and the Significance value is less than 0.05, then the alternative hypothesis (Ha) is accepted. This means that the independent variable has a significant partial effect on the dependent variable. However, if the calculated t-value is less than the critical t-value and the Significance value is greater than 0.05, Ha is rejected. This implies that the independent variable does not have a significant partial effect on the dependent variable. The results of the T-test can be found in the table below.

Table 3: Partial Test Results (T-Test Statistics)

Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
Constant	27,240	2,644	10,302	,000
Quality of Work Life → Turnover Intention	-,376	,072	-5,198	,000
(Constant)	11,167	3,715	3,006	,003
Quality of Work Life → Job Satisfaction	,757	,102	7,445	,000
(Constant)	26,554	2,103	12,626	,000
Job Satisfaction → Turnover Intention	-,335	,054	-6,229	,000

Based on Table 3, it can be observed that for the "quality of work life" variable, the calculated T-value is -5.198. This value is greater than the critical T-value of 1.986, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that as the quality of work life increases, the level of turnover intention decreases, and conversely, as the quality of work life decreases, turnover intention increases. According to the result, it can be concluded that there is a partial effect of quality of work life on turnover intention. This means that Hypothesis 1 (H1), which suggests that quality of work life has a negative and significant impact on turnover intention, is accepted.

The "quality of work life" variable, the calculated T-value is 7.445. This value is greater than the critical T-value of 1.986, and the significance value is 0.000, which is less than 0.05. Consequently, it can be concluded that as the quality of work life increases, employee satisfaction increases, and as the quality of work life decreases, employee satisfaction decreases. From these results, it can be concluded that there is a partial effect of quality of work life on job satisfaction.

This means that Hypothesis 2 (H2), which suggests that quality of work life has a positive and significant impact on job satisfaction, is accepted.

It is noted that for the "job satisfaction" variable, the calculated T-value is -6.229. This value is greater than the critical T-value of 1.986, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that as job satisfaction increases, turnover intention decreases, and conversely, as job satisfaction decreases, turnover intention increases. In order that, it can be concluded there is a partial effect of job satisfaction on turnover intention. This means that Hypothesis 3 (H3), which suggests that job satisfaction has a negative impact on turnover intention, is accepted.

Calculating the indirect effect of a variable involves multiplying the value of "b" for the independent variable (X) on the mediating variable (Z) and then multiplying it by the value of "b" for the mediating variable (Z) on the dependent variable (Y). This helps in understanding the mediated relationship between the independent variable and the dependent variable through the mediator.

Table 4: Direct and Indirect Effects

Variables	Direct Effect	Indirect Effect
X — Y	$(-0.376)^2 \times 100\% = 14,1\%$	
X — Z	$(0.757)^2 \times 100\% = 57,3\%$	
Z — Y	$(-0.335)^2 \times 100\% = 11,2\%$	
X — Z — Y		$(0.757) (-0.335) \times 100\% = -25,3\%$

It is known that the direct effect of the "quality of work life" variable (X) on turnover intention (Y) is 14.1%, while the indirect effect of the "quality of work life" variable (X) on turnover intention (Y) through job satisfaction (Z) is -25.3%. Thus, the influence of "quality of work life" (X) on turnover intention (Y) through job satisfaction (Z) is an indirect effect. This indicates that job satisfaction (Z) plays a significant mediating role between "quality of work life" (X) and turnover intention (Y), with a substantial contribution to the relationship.

3.2 DISCUSSION

The Influence of Quality of Work Life on Turnover Intention

The results of hypothesis testing for the variable "quality of work life" (X) with respect to the variable "turnover intention" (Y), based on the t-test, yield a calculated t-value of -5.198, which is greater than the tabulated t-value of 1.986. Additionally, the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that as the quality of work life increases, turnover intention decreases, and conversely, as the quality of work life decreases, turnover intention increases. This means that quality of work life has a significant negative impact on turnover intention, and Hypothesis 1 (H1) is accepted. This research aligns with the findings of Jabeen *et al.*, (2018), which also showed that quality of work life has a significant negative impact on turnover intention. Similarly, the study by Mosadeghrad (2013) demonstrated that quality of work life has a significant negative impact on turnover intention.

The Influence of Quality of Work Life on Job Satisfaction

The results of hypothesis testing for the variable "quality of work life" (X) with respect to the variable "job satisfaction" (Z), based on the t-test, yield a calculated t-value of 7.445, which is greater than the tabulated t-value of 1.986. Additionally, the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that as the quality of work life increases, job satisfaction also increases, and conversely, as the quality of work life decreases, job satisfaction decreases. This means that quality of work life has a significant positive impact on job satisfaction, and Hypothesis 2 (H2) is accepted. This research is consistent with the findings of Jabeen *et al.*, (2018), which also suggest that quality of work life has a significant positive impact on job satisfaction. Kim *et al.*, (2017) found that quality of work life has a positive impact on employee job satisfaction and supported by various researches from Indonesia (Mengko *et al.*, 2023; Pamungkas, 2016; Priyono, 2020).

The Influence of Job Satisfaction on Turnover Intention

The results of hypothesis testing for the variable "job satisfaction" (Z) with respect to the variable "turnover intention" (Y), based on the t-test, yield a calculated t-value of -6.229, which is greater than the tabulated t-value of 1.986. Additionally, the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that as job satisfaction increases, turnover intention decreases, and conversely, as job satisfaction decreases, turnover intention increases. This means that job satisfaction has a significant negative impact on turnover intention, and Hypothesis 3 (H3) is accepted. This result was in line with some studies (Putri & Prasetyo, 2017; Wedantha & Supartha, 2016; Widyasari *et al.*, 2017; Yuda & Ardana, 2017).

The Influence of Quality of Work Life on Turnover Intention Through Job Satisfaction

The results of the hypothesis testing for the indirect effect of "quality of work life" (X) on "turnover intention" (Y) through "job satisfaction" (Z) based on the path analysis ($X \rightarrow Z \rightarrow Y = (0.757 \times -0.335) = -0.253$), or the indirect effect of "quality of work life" (X) on "turnover intention" (Y) through "job satisfaction" (Z) with a value of $(0.757) (-0.335) \times 100\% = -25.3\%$. Therefore, it can be concluded that as the level of quality of work life, mediated through job satisfaction, increases, turnover intention decreases. Conversely, as the level of quality of work life, mediated through job satisfaction, decreases, turnover intention increases. This means that in this research, quality of work life has an impact on turnover intention, mediated by job satisfaction. Therefore, Hypothesis 4 (H4) which states that quality of work life has an impact on turnover intention through job satisfaction is accepted. This research aligns with previous studies from Jabeen *et al.*, (2018) demonstrated that quality of work life influences turnover intention, mediated by job satisfaction.

4. CONCLUSION AND SUGGESTION

Quality of work life has a negative and significant partial influence on turnover intention among employees. This means that as the quality of work life increases, turnover intention decreases, and conversely, as the quality of work life decreases, turnover intention increases. Quality of work life has a positive and significant partial influence on job satisfaction among employees. This implies that as the quality of work life increases, job satisfaction also increases, but as the quality of work life decreases, job satisfaction decreases. Job satisfaction has a negative and significant partial influence on turnover intention among employees. As job satisfaction levels increase, turnover intention decreases, and when job satisfaction levels decrease, turnover intention increases. Quality of work life has a direct impact on turnover intention and an indirect impact through job satisfaction among employees.

This research is expected to be further examined by other researchers, focusing on other variables that are suspected to influence turnover intention, with job satisfaction as a mediating variable, such as job stress, commitment, and motivation. Additionally, the impact of Quality of Work Life on employee performance should also be explored.

REFERENCES

- Almalki, M. J., FitzGerald, G., & Clark, M. (2012). The relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia. *BMC Health Services Research*, 12. <https://doi.org/10.1186/1472-6963-12-314>
- Carbery, R., Garavan, T. N., O'Brien, F., & McDonnell, J. (2003). Predicting hotel managers' turnover cognitions. In *Journal of Managerial Psychology* (Vol. 18, Issues 7–8). <https://doi.org/10.1108/02683940310502377>
- Cascio, W. F. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10th ed., p. 768). McGraw Hill.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Method Approaches* (4th ed.). Sage.
- Demicco, F. J., & Reid, R. D. (1988). Older Workers: A Hiring Resource for the Hospitality Industry. *Cornell Hotel and Restaurant Administration Quarterly*, 29(1). <https://doi.org/10.1177/001088048802900116>
- Ezzat, A., & Ehab, M. (2019). The determinants of job satisfaction in the Egyptian labor market. *Review of Economics and Political Science*, 4(1). <https://doi.org/10.1108/REPS-10-2018-012>
- Ghozali, I. (2011). *Aplikasi Analisis Multivariat dengan Perogram IBM SPSS 19*. Badan Penerbit UNDIP.
- Gunawan, R. M. B., & Widodo, W. (2021). Linking quality of work-life to turnover intention: The role of organizational citizenship behavior. *Jurnal Konseling Dan Pendidikan*, 9(4). <https://doi.org/10.29210/169600>
- Jabeen, F., Friesen, H. L., & Ghoudi, K. (2018). Quality of work life of Emirati women and its influence on job satisfaction and turnover intention: Evidence from the UAE. *Journal of Organizational Change Management*, 31(2). <https://doi.org/10.1108/JOCM-01-2017-0016>
- Javed, M., Balouch, R., & Hassan, F. (2014). Determinants of Job Satisfaction and its impact on Employee performance and turnover intentions. *International Journal of Learning and Development*, 4(2). <https://doi.org/10.5296/ijld.v4i2.6094>
- Judge, T. A., Hulin, C. L., & Dalal, R. S. (2012). Job Satisfaction and Job Affect. In *The Oxford Handbook of Organizational Psychology* (Vol. 1). <https://doi.org/10.1093/oxfordhb/9780199928309.013.0015>
- Kim, T. (Terry), Karatepe, O. M., Lee, G., Lee, S., Hur, K., & Xijing, C. (2017). Does hotel employees' quality of work life mediate the effect of psychological capital on job outcomes? *International Journal of Contemporary Hospitality Management*, 29(6). <https://doi.org/10.1108/IJCHM-04-2016-0224>
- Kmiecik, R. (2022). Co-worker support, voluntary turnover intention and knowledge withholding among IT specialists: the mediating role of affective organizational commitment. *Baltic Journal of Management*, 17(3). <https://doi.org/10.1108/BJM-03-2021-0085>
- Lam, T., Zhang, H., & Baum, T. (2001). An investigation of employees' job satisfaction: the case of hotels in Hong Kong. *Tourism Management*, 22(2), 157–165. [https://doi.org/10.1016/S0261-5177\(00\)00039-X](https://doi.org/10.1016/S0261-5177(00)00039-X)
- Lee, C. C., Huang, S. H., & Zhao, C. Y. (2012). A study on factors affecting turnover intention of hotel employees. *Journal of Distribution Science*, 2(7).

- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). *Human Resource Management* (15th ed.). Cengage Learning.
- Mengko, K. P., Dotulong, L. O. H., & Lumintang, G. G. (2023). Pengaruh kualitas kehidupan kerja dan motivasi terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening pada Hotel Swiss Bell Maleosan Manado. *Jurnal EMBA*, 11(1).
- Mosadeghrad, A. M. (2013). Quality of working life: An antecedent to employee turnover intention. *International Journal of Health Policy and Management*, 1(1). <https://doi.org/10.15171/ijhpm.2013.07>
- Pamungkas, Y. (2016). Pengaruh Kualitas Kehidupan Kerja Terhadap Kinerja Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi pada Karyawan BPS Provinsi D.I. Yogyakarta). *Jbti*, 7(2).
- Pasewark, W. R., & Strawser, J. R. (1996). The Determinants and Outcomes Associated with Job Insecurity in a Professional Accounting Environment. In *Behavioral Research in Accounting* (Vol. 8).
- Priyono, A. A. (2020). Pengaruh Kualitas Kehidupan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Attadrib: Jurnal Pendidikan Guru Madrasah Ibtidaiyah*, 3(1). <https://doi.org/10.54069/attadrib.v3i1.179>
- Putri, S. T., & Prasetio, A. P. (2017). Pengaruh Kepuasan Kerja Terhadap Turnover Intention (Studi pada Hotel Delonix Karawang). *Jurnal Study and Management Research*, 14(3). <https://doi.org/10.55916/smart.v14i3.16>
- Qiu, H., Haobin Ye, B., Hung, K., & York, Q. Y. (2015). Exploring Antecedents of Employee Turnover Intention – Evidence of China’s Hotel Industry. *Journal of China Tourism Research*, 11(1). <https://doi.org/10.1080/19388160.2014.908756>
- Ramalho Luz, C. M. D., Luiz de Paula, S., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestao*, 25(1). <https://doi.org/10.1108/REGE-12-2017-008>
- Robbins, S., & Judge, T. (2018). *Organizational Behavior* (18th ed., p. 768). Pearson.
- Rokhman, W. (2003). *Pemberdayaan dan komitmen: Upaya Mencapai Kesuksesan Organisasi dalam Menghadapi Persaingan Global*. Amara Books.
- Serhan, C., Nehmeh, N., & Sioufi, I. (2022). Assessing the effect of organisational commitment on turnover intentions amongst Islamic bank employees. *ISRA International Journal of Islamic Finance*, 14(2). <https://doi.org/10.1108/IJIF-01-2021-0008>
- Siagian, S. P. (2019). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Sirgy, M. J. (2021). *The Psychology of Quality of Life* (3rd ed., p. 791). Springer.
- Sugiyono. (2015). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif dan R&D)*. Alfabeta.
- Tracey, J. B., & Hinkin, T. R. (2006). The Costs of Employee Turnover: When the Devil Is in the Details. *Cornell Hospitality Report*, 6(15).
- Tran, D. B., & Tran, H. T. M. (2023). Partner’s generalized locus of control and domains of job satisfaction: evidence from Australia. *Journal of Asian Business and Economic Studies*, 30(1), 1–15. <https://doi.org/10.1108/JABES-06-2022-0152>
- Tsai, M. T., & Cheng, N. C. (2012). Understanding knowledge sharing between IT professionals-An integration of social cognitive and social exchange -Theory. *Behaviour and Information Technology*, 31(11). <https://doi.org/10.1080/0144929X.2010.550320>
- Wedantha, I., & Supartha, W. (2016). Pengaruh Keadilan Organisasi Terhadap Kepuasan Kerja Dan Turnover Intention Pada Karyawan Oberoi Hotel Bali. *E-Jurnal Manajemen Unud*, 5(10).
- Widayari, N. M., Dewi, I. G. A. M., & Subudi, M. (2017). Pengaruh Ketidakamanan Kerja dan Kompensasi Terhadap Kepuasan Kerja dan Turnover Intention Karyawan Besakih Beach Hotel Denpasar. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(5).
- Yuda, I. B. D. P., & Ardana, I. K. (2017). pengaruh kepuasan kerja dan stres kerja terhadap turnover intention pada karyawan hotel holiday INN express. *E-Jurnal Manajemen Unud*, 6(10).