

## Happy Workers, Better Business: Job Satisfaction, Quality of Work Life, Employee Performance

Kusuma Agdhi Rahwana<sup>1,2\*</sup> , Eeng Ahman<sup>1</sup>, Suryana<sup>1</sup>, Yana Setiawan<sup>1</sup>

<sup>1</sup>Faculty of Economic and Business Education, Universitas Pendidikan Indonesia, West Java, Indonesia

<sup>2</sup>Faculty of Economics and Business, Universitas Perjuangan Tasikmalaya, West Java, Indonesia

\*Corresponding Email: [agdhikusuma@gmail.com](mailto:agdhikusuma@gmail.com)

### ARTICLE INFORMATION

### ABSTRACT

#### Publication information

#### Research article

#### HOW TO CITE

Rahwana, K. A., Ahman, E., Suryana, & Setiawan, Y. (2025). Happy workers, better business: Job satisfaction, quality of work life, employee performance. *International Journal of Applied Business & International Management*, 10(3), 615–628.

#### DOI:

<https://doi.org/10.32535/ijabim.v10i3.4473>

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Published by IJABIM



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Received: 16 October 2025

Accepted: 19 November 2025

Published: 20 December 2025

This study aims to examine the effect of Quality of Work Life on employee performance in the embroidery industry in Tasikmalaya, with job satisfaction as a mediating variable. The research employs a quantitative explanatory approach using primary data collected from 304 employees through an online questionnaire, analyzed using Structural Equation Modeling with SmartPLS 4.0. The results show that Quality of Work Life does not have a significant direct effect on employee performance ( $\beta = 0.037$ ; P-value = 0.530). However, Quality of Work Life has a positive and significant effect on job satisfaction ( $\beta = 0.493$ ; P-value = 0.000), and job satisfaction significantly influences employee performance ( $\beta = 0.254$ ; P-value = 0.037). Furthermore, job satisfaction mediates the relationship between Quality of Work Life and employee performance ( $\beta = 0.125$ ; P-value = 0.042), indicating a full mediation effect. This study provides novel evidence that Quality of Work Life influences performance indirectly through psychological mechanisms rather than directly, particularly in labor-intensive industries. The findings highlight the importance of enhancing job satisfaction as a strategic approach to improving employee performance.

**Keywords:** Employee Performance; Job Satisfaction; Quality of Work Life

## INTRODUCTION

Tasikmalaya City is a municipality in West Java Province located along the main southern route of Java Island. The city possesses strong potential in home-based industries that produce various craft products with high artistic value, many of which have met established quality control standards. The majority of the community has long engaged in home industry activities, enabling them to develop skills and expertise that are superior compared to those in many other regions (Susanti et al., 2022).

The creative industry sector in Tasikmalaya City is highly diverse. Embroidery, batik, footwear such as kelom geulis, mendong crafts, bamboo weaving, furniture, and decorative umbrellas serve as important economic drivers supporting regional development, as reported by the Regional National Crafts Council of Tasikmalaya City. Among these sectors, the embroidery craft industry is one of the most prominent and widely recognized (Sunarti et al., 2023).

Despite this potential, many embroidery companies in Tasikmalaya have not succeeded in optimizing employee performance. Business owners report that performance achievements frequently fall short of company targets (Aguilera et al., 2024). Employees often experience fatigue during night shifts, which leads to delayed responses when embroidery machines encounter errors. As a result, defects such as tangled embroidery occur, ultimately hindering production completion. Observations within small embroidery industries indicate several underlying issues, including inadequate reward systems, particularly in terms of production incentives, health insurance, and employee benefits, uncomfortable and unsafe working environments, limited communication between company owners and employees, and minimal rest time due to operational activities continuing even during holidays. These conditions indicate the need for organizations to improve internal work-related factors that can enhance employee performance (Alabi et al., 2022).

Improving employee performance requires organizations to enhance the Quality of Work Life. Nawawi (2019) emphasizes that Quality of Work Life reflects a condition in which employees experience security and satisfaction in carrying out their duties, allowing organizations to achieve targeted outcomes. Cascio (2016) explains that Quality of Work Life can be viewed from two perspectives. First, it reflects employee perceptions regarding job security and job satisfaction. Second, it represents organizational objectives embedded within policies that support safe working conditions, employee engagement, career development, and fair compensation. More broadly, Nawawi (2019) reiterates that Quality of Work Life represents employees' perceptions of their physical and psychological well-being in the workplace.

Within the context of small embroidery industries in Tasikmalaya, this study identifies three primary components of Quality of Work Life, namely the work environment as described by Karoso et al. (2022), employee participation as explained by Husein (2011), and the reward or compensation system as highlighted by Khairul (2021) and Achmad (2020). In addition, Wakhid (2021), referencing Mubaraq et al. (2024), emphasizes the importance of various human resource aspects such as communication, conflict resolution, career clarity, and involvement in decision-making, all of which contribute to the development of Quality of Work Life. However, limited studies have specifically examined the role of Quality of Work Life in small-scale creative industries, particularly in the embroidery sector in Tasikmalaya, especially by integrating these components with job satisfaction as a mediating variable in influencing employee performance.

Based on these considerations, this study aims to examine the role of Quality of Work Life in influencing employee performance in the embroidery industry in Tasikmalaya, with job satisfaction as a mediating variable.

## **LITERATURE REVIEW**

### **Quality of Work Life**

Quality of Work Life or QWL is an important concept in human resource management that reflects how organizations create a supportive work environment for employees. [Nawawi \(2019\)](#) defines QWL as a condition in which employees experience security and satisfaction in performing their duties, enabling organizations to achieve their objectives effectively. Similarly, [Cascio \(2016\)](#) explains that this concept can be understood from both employee and organizational perspectives, including policies related to safe working conditions, employee involvement, career development, and fair compensation.

From an employee perspective, QWL represents the extent to which individuals perceive their physical and psychological well-being in the workplace ([Dewangan & Goswami, 2025](#)). A favorable work environment, fair treatment, and opportunities for development contribute to higher levels of work-life quality. In labor-intensive industries such as embroidery, these aspects become crucial because employees are directly involved in production processes that require both physical endurance and precision.

Several dimensions are commonly used to measure QWL, including the work environment, employee participation, and reward systems. A conducive work environment supports employees in performing their tasks efficiently, while participation allows employees to be involved in decision-making processes that affect their work ([Ogu, 2024](#)). In addition, a fair compensation system ensures that employees feel valued for their contributions. These dimensions collectively shape employees' perceptions of their work experience and influence their attitudes toward their jobs.

### **Employee Performance**

Employee performance refers to the level of achievement of work outcomes based on assigned responsibilities. [Rambulangi et al. \(2024\)](#) define performance as the quality and quantity of work accomplished by employees in accordance with organizational standards. Performance is a key indicator of organizational success, as it reflects how effectively employees utilize their skills, knowledge, and abilities to achieve goals ([Saputra et al., 2023](#)).

In modern organizations, performance is not only measured by output but also by adaptability, innovation, and efficiency. [Tuuli & Van Rhee \(2021\)](#) emphasizes that performance is influenced by several factors, including ability, motivation, and available resources. In small-scale industries, such as embroidery businesses, employee performance is closely related to working conditions, operational systems, and managerial support. Therefore, improving internal organizational factors is essential to enhance productivity and ensure sustainable business operations.

### **Job Satisfaction**

Job satisfaction is a psychological state that reflects employees' feelings toward their work. [Chen et al. \(2023\)](#) describe job satisfaction as a positive emotional response resulting from an evaluation of job characteristics and the alignment between expectations and actual experiences. Employees who are satisfied with their jobs tend to demonstrate higher levels of motivation, commitment, and engagement.

Job satisfaction is influenced by various factors, including compensation, work environment, relationships with supervisors and coworkers, and opportunities for career development (Nugroho et al., 2025). When employees perceive that their needs are fulfilled, they are more likely to develop positive attitudes toward their work. In contrast, dissatisfaction may lead to decreased motivation, lower productivity, and higher turnover intentions. Therefore, job satisfaction plays a critical role in shaping employee behavior and organizational outcomes.

### **The Relationship between Quality of Work Life and Employee Performance**

Previous studies have indicated that QWL has a significant influence on employee performance. A supportive work environment, fair compensation, and employee involvement can enhance motivation and encourage employees to perform their tasks more effectively. Hefni (2022) argue that employee participation in organizational processes contributes to improved performance outcomes by fostering a sense of ownership and responsibility.

In the context of small embroidery industries, the quality of employees' work experience becomes particularly important due to the demanding nature of production activities (Hasmalawati, 2017). When employees feel comfortable, valued, and supported, they are more likely to perform efficiently and minimize errors in their work. Therefore, it is proposed that:

H1: Quality of Work Life has a positive and significant effect on employee performance.

### **The Relationship between Quality of Work Life and Job Satisfaction**

QWL is closely related to job satisfaction, as both concepts focus on employees' perceptions of their work environment. A higher level of work-life quality is associated with greater job satisfaction because employees' physical and psychological needs are fulfilled. Omar (2025) found that QWL significantly influences employee engagement and satisfaction, particularly through improvements in working conditions and organizational support.

When organizations provide a supportive environment, fair compensation, and opportunities for participation, employees are more likely to develop positive feelings toward their work. This alignment between expectations and reality contributes to higher satisfaction levels. Therefore, it is proposed that:

H2: Quality of Work Life has a positive and significant effect on job satisfaction.

### **The Relationship between Job Satisfaction and Employee Performance**

Job satisfaction has been widely recognized as a determinant of employee performance. Employees who are satisfied with their jobs tend to be more motivated, committed, and productive. High levels of satisfaction encourage employees to exert greater effort in completing their tasks, which leads to improved performance outcomes (Lestari & Ghaby, 2018).

Conversely, low job satisfaction may result in decreased motivation, absenteeism, and reduced productivity. This indicates that job satisfaction not only affects employees' attitudes but also has a direct impact on their work results. Therefore, it is proposed that:

H3: Job satisfaction has a positive and significant effect on employee performance.

### The Mediating Role of Job Satisfaction

The relationship between QWL and employee performance can also be explained through job satisfaction as a mediating variable. QWL creates a favorable work environment that enhances employees' satisfaction, which in turn influences their performance (Oktafien et al., 2023). This indirect relationship suggests that improvements in work-life quality do not only affect performance directly but also operate through psychological mechanisms.

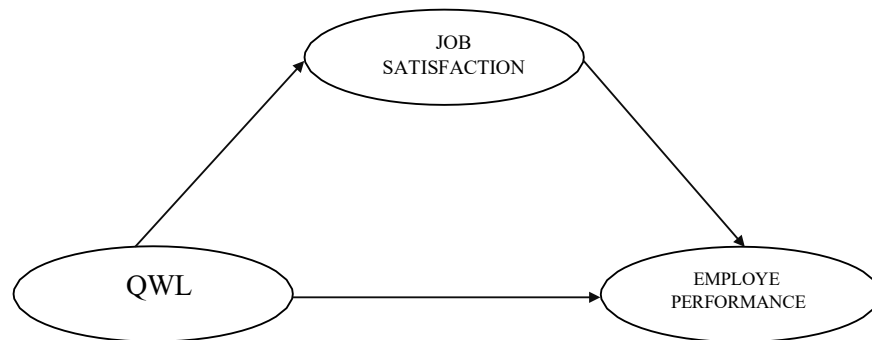
From a theoretical perspective, motivation and work attitude theories suggest that employees who experience better working conditions and organizational support are more likely to feel satisfied and motivated. This satisfaction then translates into improved work behavior and productivity. Therefore, it is proposed that:

H4: Job satisfaction mediates the relationship between Quality of Work Life and employee performance.

### Conceptual Framework

The study framework model is depicted in Figure 1.

Figure 1. Research Framework



### RESEARCH METHOD

This study focuses on the embroidery industry in Tasikmalaya City as the research object. The research employs a quantitative descriptive approach, with Structural Equation Modeling as the analytical technique, allowing the simultaneous testing of multiple relationships among variables. The analysis is conducted using SmartPLS 4.1 to ensure more valid and reliable results.

The population of this study consists of employees working in the embroidery industry in Tasikmalaya City. However, since the total population is unknown, the sample size is determined using the Lemeshow formula, which is commonly applied when the population size cannot be identified. The formula is expressed as follows:

$$n = \frac{z^2 p(1 - p)}{d^2}$$

A structural model describes the relationships between latent variables or constructs. These relationships are based on theoretical foundations, logical reasoning, and empirical evidence identified in previous studies (Hatta Setiabudhi et al., 2025).

### R-Square

The evaluation of the structural model using Partial Least Squares begins with assessing the R-square value of each endogenous latent variable to determine the explanatory power of the model. The influence of exogenous variables on endogenous variables can be observed through changes in the R-square value (Sarstedt et al., 2014). According to Hair et al. (2020), R-square values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively.

### F-Square

The f-square value represents the effect size by indicating the change in the R-square value when a specific exogenous variable is included in the model. It reflects the magnitude of the influence of exogenous variables on endogenous variables at the structural level. According to Hair et al. (2020), the interpretation of f-square values is as follows:

$f^2 = 0.02$  indicates a small effect,

$f^2 = 0.15$  indicates a medium effect,

$f^2 = 0.35$  indicates a large effect.

### Standardized Root Mean Square Residual (SRMR)

The Standardized Root Mean Square Residual or SRMR is a measure of model fit that reflects the difference between the observed correlation matrix and the model-implied correlation matrix. According to Schermelleh-Engel et al. (2003), an SRMR value below 0.08 indicates a good model fit, while values between 0.08 and 0.10 are still considered acceptable.

## RESULTS

**Table 1.** Outer Loading

	QWL	KK	Corruption Eradication Commission	KpK x QWL
X1.2	0.694			
X1.3	0.712			
X1.4	0.760			
X1.6	0.694			
X1.7	0.706			
Y1.1		0.701		
Y1.2		0.785		
Y1.3		0.665		
Y1.4		0.694		
Y1.5		0.757		
Y1.6		0.695		
Z1.1			0.709	
Z1.10			0.661	
Z1.2			0.712	
Z1.3			0.710	
Z1.4			0.729	
Z1.5			0.748	
Z1.6			0.712	
Z1.7			0.741	

Z1.8			0.619	
Z1.9			0.778	
KpK x QWL				1,000

Based on the outer loading results, it can be observed that most indicators have loading factor values above 0.70, which indicates strong validity. Several indicators with loading values below 0.70 are still considered acceptable, as values above 0.50 meet the minimum threshold for convergent validity in exploratory research. Therefore, all indicators can be retained in the model.

**Table 2.** Average Variance Extracted (AVE)

	Average variance extracted (AVE)
QWL	0.554
KK	0.649
LD	0.514

Based on the data above, all AVE values exceed 0.50. This indicates that each construct has achieved adequate convergent validity, as it explains more than 50 percent of the variance of its indicators. Therefore, the measurement model can be considered valid.

**Table 3.** Model Fit (Model Goodness of Fit)

	Saturated model	Estimated model
SRMR	0.117	0.117
d <sub>ULS</sub>	7,206	7,201
d <sub>G</sub>	3,724	3,724
Chi-square	1741,062	1740,779
NFI	0.504	0.504

The results indicate that the Normed Fit Index value is 0.504. This value suggests that the model fit can be categorized as moderate. Although the value does not indicate a strong fit, it is still considered acceptable, meaning that the model is reasonably capable of explaining the relationships among the variables in this study.

**Table 4.** Part Coefficients

	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
QWL -> KK	0.037	0.059	0.628	0.530
Corruption Eradication Commission -> KK	0.254	0.121	2,089	0.037
QWL ->Corruption Eradication Commission	0.493	0.075	6,531	0.000
QWL ->Corruption Eradication Commission -> KK	0.125	0.061	2,035	0.042

The path coefficients are used to test the proposed hypotheses by evaluating the T-statistics and P-values.

## Hypothesis Testing

### *First Hypothesis*

H0 states that Quality of Work Life does not directly influence employee performance, while H1 states that Quality of Work Life directly influences employee performance.

The results show a T-statistic value of 0.628 and a P-value of 0.530. Since the T-statistic is below 1.98 and the P-value is greater than 0.05, the result is not significant. Therefore, H0 is accepted and H1 is rejected. This indicates that Quality of Work Life does not have a direct effect on employee performance.

### *Second Hypothesis*

H0 states that job satisfaction does not directly influence employee performance, while H1 states that job satisfaction directly influences employee performance.

The results show a T-statistic value of 2.089 and a P-value of 0.037. Since the T-statistic exceeds 1.98 and the P-value is below 0.05, the result is significant. Therefore, H1 is accepted and H0 is rejected. This indicates that job satisfaction has a direct effect on employee performance.

### *Third Hypothesis*

H0 states that Quality of Work Life does not directly influence job satisfaction, while H1 states that Quality of Work Life directly influences job satisfaction.

The results show a T-statistic value of 6.531 and a P-value of 0.000. Since the T-statistic exceeds 1.98 and the P-value is below 0.05, the result is significant. Therefore, H1 is accepted and H0 is rejected. This indicates that Quality of Work Life has a direct effect on job satisfaction.

### *Fourth Hypothesis*

H0 states that job satisfaction does not mediate the effect of Quality of Work Life on employee performance, while H1 states that job satisfaction mediates the effect of Quality of Work Life on employee performance.

The indirect effect result shows a P-value of 0.042, which is less than 0.05. This indicates that the mediation effect is significant. Therefore, H1 is accepted and H0 is rejected. This means that job satisfaction mediates the relationship between Quality of Work Life and employee performance.

## DISCUSSION

### **The Influence of Quality of Work Life on Employee Performance**

The findings of this study indicate that Quality of Work Life (QWL) does not have a significant direct effect on employee performance. This result suggests that improvements in work conditions alone are not sufficient to directly enhance performance outcomes. Instead, QWL functions as a facilitating factor that requires psychological mechanisms to translate into actual work behavior.

This finding is consistent with the empirical result of this study, where the direct path between QWL and employee performance is not significant. It also aligns with the mediation perspective in PLS-SEM, particularly the concept of indirect-only mediation, where the influence of an independent variable is fully transmitted through a mediator (Sarstedt et al., 2014; Hair et al., 2020).

From a theoretical standpoint, this result can be explained through the resource-based perspective of human resource management, which suggests that organizational resources such as supportive work environments primarily influence internal psychological states rather than directly affecting performance outcomes (Cascio, 2006; Husein, 2021). In the context of embroidery workers, the availability of a comfortable work environment does not automatically improve productivity unless employees experience positive psychological states such as satisfaction and motivation.

This study contributes to the literature by demonstrating that, in labor-intensive industries, QWL operates indirectly rather than directly. This finding contrasts with some previous studies that reported a direct relationship between QWL and performance (Hasmalawati, 2017; Oktafien et al., 2023), indicating that contextual factors, such as the nature of work and employee characteristics, may influence the strength and direction of this relationship.

### **The Influence of Job Satisfaction on Employee Performance**

The results of this study show that job satisfaction has a positive and significant effect on employee performance. This finding confirms that employees who experience higher levels of satisfaction are more likely to demonstrate better work outcomes.

This result is consistent with the findings of this study, where the statistical analysis shows a significant relationship between job satisfaction and employee performance. It also supports previous research indicating that satisfied employees tend to be more productive, committed, and engaged in their work (Lestari & Ghaby, 2018; Chen et al., 2023).

From a theoretical perspective, this relationship can be explained by motivation theory, which suggests that positive emotional states encourage individuals to exert greater effort in their tasks (Tuuli & Van Rhee, 2021). Employees who perceive fairness, recognition, and meaningfulness in their work are more likely to demonstrate higher levels of diligence and responsibility.

In the context of the embroidery industry, where work requires precision and consistency, satisfied employees are more likely to maintain focus and minimize errors. Therefore, job satisfaction plays a crucial role as a direct driver of performance in labor-intensive environments.

### **The Influence of Quality of Work Life on Job Satisfaction**

The findings indicate that Quality of Work Life has a positive and significant effect on job satisfaction. This result suggests that improvements in work conditions, participation, and compensation contribute to higher levels of employee satisfaction.

This finding is consistent with previous studies showing that better work environments and organizational support lead to increased employee satisfaction (Hefni, 2022; Nugroho et al., 2025). When employees perceive that their physical and psychological needs are fulfilled, they tend to develop positive attitudes toward their work.

In practical terms, this finding confirms that QWL should be treated as a strategic investment rather than a temporary initiative. Integrated improvements in working conditions, communication, and career development can simultaneously enhance satisfaction and motivation. In small-scale industries such as embroidery, these

improvements are particularly important due to the repetitive and physically demanding nature of the work (Sunarti et al., 2023).

### **The Influence of Quality of Work Life on Employee Performance Mediated by Job Satisfaction**

The results of this study reveal that job satisfaction mediates the relationship between Quality of Work Life and employee performance. Although QWL does not directly influence performance, it has a significant indirect effect through job satisfaction. This indicates a full mediation pattern, where job satisfaction acts as a necessary mechanism linking QWL to performance outcomes.

This finding is consistent with the statistical results of this study, which show a significant indirect effect despite an insignificant direct effect. It supports the theoretical argument that improvements in work conditions must first be interpreted and evaluated positively by employees before influencing their behavior (Cascio, 2006; Tuuli & Van Rhee, 2021).

From a theoretical perspective, this relationship can be explained by the concept that workplace conditions primarily influence employee attitudes, which then shape performance outcomes. QWL elements enhance job satisfaction, which subsequently increases motivation and leads to improved performance (Hefni, 2022; Hasmalawati, 2017). Similarly, supportive work conditions create meaningful psychological states that enhance satisfaction and ultimately drive performance.

This finding is also consistent with previous studies. Karoso et al. (2022) found that work environment and QWL influence performance through mediating variables, while Hefni (2022) reported that QWL affects performance indirectly through job satisfaction.

In the context of the Tasikmalaya embroidery industry, this mediation effect is particularly relevant. The nature of embroidery work, which is repetitive and requires precision, places greater emphasis on psychological conditions rather than purely technical factors. Employees who feel satisfied are more likely to demonstrate patience, accuracy, and commitment, which are essential for maintaining product quality (Sunarti et al., 2023; Susanti et al., 2022).

Furthermore, this study highlights that QWL operates primarily through psychological mechanisms. Without job satisfaction, QWL remains a structural condition that does not translate into improved performance. This finding underscores the importance of employee perceptions in determining the effectiveness of organizational practices.

Overall, the results demonstrate that QWL can enhance employee performance only when it successfully improves job satisfaction. This reinforces the view that employees are not merely technical resources but psychological individuals whose perceptions and emotions play a critical role in shaping performance outcomes.

## **CONCLUSION**

This study aims to examine the effect of Quality of Work Life on employee performance in the embroidery industry in Tasikmalaya, with job satisfaction as a mediating variable. The findings indicate that Quality of Work Life does not have a significant direct effect on employee performance. However, Quality of Work Life has a significant effect on job satisfaction, and job satisfaction has a positive and significant effect on employee performance. Furthermore, job satisfaction is proven to mediate the relationship between Quality of Work Life and employee performance, indicating a full mediation pattern.

These results imply that improvements in Quality of Work Life do not automatically lead to better performance unless they first enhance employees' psychological conditions, particularly job satisfaction. In the context of the embroidery industry, where work is labor-intensive and requires precision, psychological factors such as satisfaction play a crucial role in translating favorable working conditions into actual performance outcomes.

From a practical perspective, embroidery industry players in Tasikmalaya are advised to focus on improving employee performance through strategies that enhance job satisfaction. This can be achieved by creating a comfortable and safe work environment, providing recognition for employee contributions, ensuring fair compensation, and offering opportunities for self-development. In addition, Quality of Work Life initiatives should prioritize aspects that have the strongest impact on job satisfaction, such as work-life balance, harmonious interpersonal relationships, and a proportional distribution of workload.

Industry leaders are also encouraged to foster effective internal communication and build a supportive organizational climate so that employees feel valued and actively involved in work processes. These efforts are expected to strengthen job satisfaction, which in turn will contribute to improved employee performance.

### **LIMITATIONS**

This study has several limitations that should be considered. First, the research is limited to the embroidery industry in Tasikmalaya, which may restrict the generalizability of the findings to other industries or regions. Second, this study only focuses on Quality of Work Life and job satisfaction as predictors of employee performance, while other important variables such as work motivation, organizational commitment, and leadership style were not included. Third, the use of a cross-sectional research design limits the ability to capture changes in employee perceptions and behavior over time.

Therefore, future research is recommended to include additional variables to provide a more comprehensive understanding of employee performance. Expanding the research scope to different sectors and regions is also suggested to enhance generalizability. Furthermore, the use of longitudinal approaches may provide deeper insights into the dynamic relationships between Quality of Work Life, job satisfaction, and employee performance.

### **ACKNOWLEDGMENT**

The authors express gratitude to those who have had the pleasure of cooperating during this study or research.

### **DECLARATION OF CONFLICTING INTERESTS**

The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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## ABOUT THE AUTHOR(S)

### 1<sup>st</sup> Author

Kusuma Agdhi Rahwana is a lecturer at the Faculty of Economic and Business Education, Universitas Pendidikan Indonesia, West Java, Indonesia. He completed his undergraduate and postgraduate studies in the field of management and business education and has been actively involved in academic teaching and research related to human resource management, organizational behavior, and employee performance. His research interests include job satisfaction, quality of work life, employee engagement, and organizational performance. Currently, he serves as a lecturer and researcher at Universitas Pendidikan Indonesia. Email: [agdhikusuma@gmail.com](mailto:agdhikusuma@gmail.com). ORCID ID: <https://orcid.org/0000-0002-9690-2679>.

**2<sup>nd</sup> Author**

Eeng Ahman is a professor and senior academic at the Faculty of Economic and Business Education, Universitas Pendidikan Indonesia, West Java, Indonesia. He obtained his doctoral degree in economics and education and has extensive experience in teaching, academic supervision, and research in the fields of economics, management, and business education. His research interests include human resource development, organizational performance, economic education, and sustainable business practices. He is actively involved in academic publications and collaborative research projects at the national and international levels.

**3<sup>rd</sup> Author**

Suryana is a lecturer at the Faculty of Economic and Business Education, Universitas Pendidikan Indonesia, West Java, Indonesia. He completed his higher education in economics and business education and has contributed to teaching and research activities in the field of management and entrepreneurship. His research focuses on entrepreneurship development, organizational management, and human resource performance. He is also involved in several academic and research initiatives aimed at improving the quality of education and business practices.

**4<sup>th</sup> Author**

Yana Setiawan is a lecturer at the Faculty of Economics and Business, Universitas Perjuangan Tasikmalaya, West Java, Indonesia. He obtained his academic qualifications in the field of economics and management and is actively engaged in teaching, research, and community service activities. His research interests include human resource management, organizational behavior, employee performance, and business management. He continues to contribute to academic publications and research collaborations in the field of management and business studies.