Enhanced Quality of Work Life as a Catalyst for Employee Performance: Examing the Mediating Roles of Psychological Empowerment and Job Satisfaction

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Abstract. This study evaluates the effect of Quality of Work Life (QWL) on Employee Performance (EP), with Job Satisfaction (JS) and Psychological (PE) as mediating variables. The quantitative research method uses SEM-PLS with a sample of 221 staff of PT Asia Pacific Fibers Kendal. The results show that QWL has a positive and significant impact on EP and PE, but not on JS. PE contributes significantly to EP, while JS does not. This study emphasizes the importance of QWL and PE in creating a productive and satisfying work environment. Recommendations include further research with different variables or indicators to assess the role of JS, as well as increasing the number and diversity of respondents for broader findings.

Keywords: Quality of Work Life, Job Satisfaction, Psychological Empowerment, Employee Performance.

1 Introduction

In the contemporary business environment, characterised by intense competition, organisations are compelled to cultivate high-performing personnel in order to achieve their objectives and gain a competitive advantage [1]. The EP of staff has a significant impact on a number of key areas, including employee loyalty, the reputation of the business, and communication. Furthermore, EP can be viewed as a competitive aspect, providing a potential advantage for the company [2]. Staff have become an integral part of the company's development, with their EP forming the basis for the company's success. Consequently, EP is an important area of research.

Despite the recovery of the polyester industry from the disruptions caused by the pandemic, significant challenges remain in terms of supply and demand. These challenges are likely to persist throughout the remainder of the year and even into 2024, due to the prevailing uncertainty in the market. This is particularly the case for PT Asia Pacific Fibers, which is engaged in the textile manufacturing industry. As a result company annual report, the company is at a disadvantage in terms of achieving a competitive advantage over its competitors, including PT Indorama Synthetics, PT Sri Rejeki Isman, and PT Pan Brothers. PT Asia Pacific Fibers is a prominent entity within the textile industry, specialising in the production of polyester

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yarn. The company has been in operation since 1984 and boasts a significant production capacity. The company is notable for its extensive scale and operational diversity, which collectively present a complex environment for the analysis of the various aspects of QWL and their impact on EP. As a publicly traded company, the company makes available for analysis a variety of publicly accessible data, including the company's annual report. The global and domestic challenges have resulted in a decline in the growth of industries, including that of PT Asia Pacific Fibers. According to the company's annual reporthas been compelled to cease operations in some departments due to financial difficulties and delays in debt restructuring.

The conditions that the company is facing ultimately have an unfavorable impact on the company's staff. This is evidenced by a lack of increased compensation, development opportunities, participation in decision-making processes, and workplace integration, as revealed by the results of interviews conducted with several staff members and managers, as well as the company's annual report. These conditions were identified by Zin [3] as indicators of quality of work life, along with work environment, supervision, and social relationships. Some research indicates that QWL is one of several factors that affect EP, along with employee engagement, organizational support, and PE [1], [4], [5]. The social exchange theory posits that the QWL can serve as a catalyst for enhanced EP among staff members [6]. Notwithstanding, the EP of the staff remains within an acceptable range, as evidenced by their KPIs.

To gain further insight into the relationship between QWL and EP, researchers conducted a comprehensive literature review, drawing upon previous research in the field. Al-Dossary [4] conducted research motivated by the challenges of the nursing profession in Saudi Arabia. These include poor working conditions, limited opportunities, and a less attractive image of the nursing profession among Saudi Arabians. The study presents findings indicating that the QWL is a significant determinant of nurses' EP. Similarly, Thakur and Sharma [7] presented findings indicating the significance of QWL in the context of gas and oil companies.

The findings of Al-Dossary [4] Research and Thakur and Sharma [7] were not consistent with those of other studies. Diana et al. [8] conducted a study motivated by the challenging circumstances faced by nurses, including high work pressure due to the influx of patients during the pandemic. The study revealed that the quality of life of nurses had no impact on their EP. Similarly, Dewi et al. [5] investigated the potential for enhancing EP through the enhancement of quality of work life, employee engagement, and perceived organizational support. [5] demonstrated that QWL has no effect on EP. Dewi et al. [5] indicated that their research was not aligned with the findings of [9], A researcher investigated how work quality affects job engagement and performance among employees in the secondary division of the south-central railway. The disparity in results between this study and prior research may stem from differences in research settings and the composition of study samples.

In light of these findings, Diana et al. [8] and Dewi et al. [5] advocate for a more comprehensive examination of the associated variables, emphasizing the importance of rigorous attention to the variables and indicators utilized, as well as the research subjects. A review of the literature reveals inconsistencies in research results, commonly referred to as empirical gaps. This suggests that further research is required to test the related variables.

As demonstrated by Diana et al. [8], the relationship between QWL and EP is more intricate when variables such as JS and PE are considered as mediators in the relationship. The mediating role of JS variables in the relationship between QWL and EP was not supported by the findings of Diana et al. [1]. These results are not aligned with the tenets of social exchange

theory, which posits that JS should serve as a mediator between QWL and EP. A quality work life that is well fulfilled can engender a sense of satisfaction in employees, which in turn can improve their EP [10]. Accordingly, the present study aims to re-examine the role of JS as a mediator in the relationship between QWL and EP.

In a study conducted by Diana et al. [8], it was demonstrated that PE can act as a mediator in the relationship between QWL and EP. These results align with the tenets of social exchange theory, which posits that PE can serve as a mediating factor between the QWL and EP outcomes [11]. Conversely, the QWL of PT Asia Pacific Fibers staff, which is indicated to be poor, is expected to exhibit independence and maturity at work, as explained by several company managers. This indicates that employees are expected to exhibit high levels of PE in their work [12]. Consequently, the objective of this study is to substantiate the role of PE as a mediator in a different subject and object of research than those investigated by [12].

This study employs JS and PE as its mediating variables. It is anticipated that these variables will facilitate a more profound comprehension of the mechanisms that underpin the impact of work quality on staff EP. Therefore, the present study was designed to extend the findings of the research conducted by [8].

In order to ascertain the initial image of the subject under investigation, the researcher undertook preliminary research. The research was conducted through the distribution of questionnaires to a sample population of 30 respondents. The questionnaire comprises 15 statements pertaining to work life quality variables and 5 statements pertaining to EP. The proportion of respondents who indicated that the quality of their work life was "Yes" was 34.67%, while the proportion who indicated that it was "No" was 65.33%. In contrast, the EP variable demonstrated a "Yes" score of 78.67% and a "No" score of 21.33%. This indicates that the majority of employees perceive that the quality of their work life at the company is inadequate. Conversely, the majority of staff indicated that they believe their EP is satisfactory. This finding is inconsistent with the social exchange theory, which posits that a low QWL should result in a corresponding decline in EP.

The objective of this study is to examine the impact of work life quality on the EP of PT Asia Pacific Fibers Kendal staff, with JS and PE acting as mediating variables. It is anticipated that this research will contribute to the advancement of scientific knowledge, particularly within the domain of human resource management. Additionally, it is hoped that the findings will prove beneficial for practitioners, most notably those engaged in the management of PT Asia Pacific Fibers Kendal, in enhancing the QWL and EP.

2 Literature Review

2.1. Quality of Work Life

The concept of Quality of Work Life (QWL) pertains to the degree to which members can fulfill their basic human needs through their work experiences within the organization [13]. Key conditions that may influence leadership actions among staff members include the quality of work life, encompassing the work environment, relationships with superiors, work attitudes, work methods, support services, and compensation [14].

2.2. Job Satisfaction

Work contentment refers to the positive feelings generated by work and is associated with an individual's willingness to work, their positive perception of their job, and satisfaction with their actions. This is a visible manifestation of emotional reactions to specific actions [15].

2.3. Psychological Empowerment

Psychological empowerment refers to an individual's perception and belief in their ability to make an impact through autonomy in decision-making, confidence, initiative to drive change, and the capacity and skills necessary to control their own life outcomes, achieve aspirations, and find value and meaning in their work [16]. Psychological empowerment encompasses a set of psychological conditions required for individuals to feel a sense of control in relation to their work, reflecting the integration of four job-related cognitions: competence, meaning, self-determination, and impact [8]. Therefore, psychological empowerment can be summarized as the mental state and perception that enable individuals to feel capable and empowered in their work.

2.4. Employee Performance

The quantity and quality of work produced within a specific timeframe, influenced by various factors, are performed by team members to achieve organizational goals [17]. Employee performance refers to the outcomes or results achieved in the workplace, which are influenced by the organization's policies, working conditions, and management practices. It is a critical factor that significantly impacts a business's profitability [18].

2.5. The Influence of QWL on JS

Individuals consider work life as a psychological space, where work-related experiences are stored and these experiences will enhance JS [19]. For instance, a study involving Emirati women working in various public sector organizations in the UAE found that QWL positively affects JS. Conversely, research on bank staff in India revealed that an unfavorable work environment is associated with lower JS [20].To create staff-related plans, organizations should consider elements such as a safe and healthy working environment, fair compensation, opportunities for career growth, and proper work-life balance. When employees have a high-quality work life, they are generally more satisfied in their jobs, which ultimately benefits organizational progress [21].

H1: QWL has a positive and significant effect on JS.

2.6. The Influence of QWL on PE

Enhancing the QWL within the work environment can positively impact PE. When employees feel they have greater control over their tasks, receive support from colleagues, and have their achievements recognized, it contributes to their sense of empowerment [22]. Research has shown that all aspects of work life quality are related to PE. Notably, a strong relationship exists between work life quality and PE, indicating that staff can develop their potential and talents [23]. Supportive working conditions foster optimal EP. By prioritizing work life quality, organizations can establish essential elements and prerequisites for PE, leading to improved perceptions of work value, increased influence, confidence, independence, and a sense of authority all of which contribute to significant results [23].

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

2.7. The Influence of JS on EP

Research has demonstrated that JS positively influences work EP and efficiency, ultimately benefiting both employees and organizations. When employees are more satisfied with their jobs, their productivity tends to increase, leading to better overall EP. Employees who feel satisfied tend to stay with the organization longer, reducing costs related to turnover and retaining top talent. All of these factors contribute to a more stable and effective workforce. [24].

H3: JS has a positive and significant effect on EP.

2.8. The Influence of PE on EP

When the concept of PE was introduced, researchers emphasized its connection to EP because the primary objective of studying PE is to enhance EP, particularly in achieving higher work performance [25] PE refers to the degree of employees' confidence in their work purpose, task performance abilities, motivation, and autonomy in influencing work outcomes [2]. PE has a immadiate impact on EP [26].

H4: PE has a positive and significant effect on EP.

2.9. The Influence of QWL on EP

Various factors influence EP, with QWL being a critical aspect for enhancing staff work EP [7]. Improved QWL occurs when employees' needs are met, fostering loyalty and ultimately supporting better EP [27]. The concept of QWL also correlates with positive emotional reactions and individual attitudes toward work [28]. Essentially, it indicates the degree to which an individual can customize their work based on their own preferences, interests, and requirements [7].

H5: QWL has a positive and significant effect on EP.

2.10. The Influence of QWL on EP is mediated by JS

JS plays a crucial role in job EP. It results from various factors that employees anticipate in their contributions to the organization [29]. JS acts as a precursor to both QWL and EP, mediating their relationship [30]. Research by [31] demonstrated that JS mediates the link between QWL and EP. When employees' quality of life aligns with job standards, they tend to be more satisfied and perform better. Similarly, [32] found that QWL positively influences employee EP through JS

H6: JS mediates the effect of QWL on EP positively and significantly.

2.11. The Influence QWL on EP is mediated by PE

Previous studies have developed a structural model linking QWL and EP, with PE acting as a mediator [33]. PE is associated with increased engagement, as individuals tend to enjoy their work more when they feel competent, find it meaningful, have autonomy in decision-making, and perceive their work's impact on organizational outcomes [34].

H7: PE the effect of QWL on EP positively and significantly.

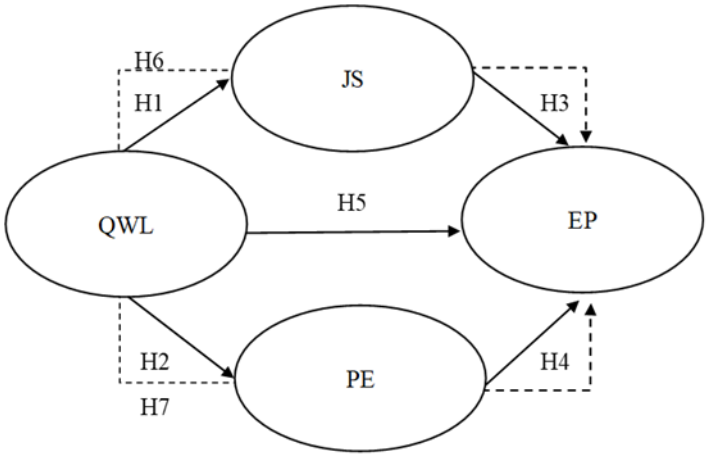

Fig. 1. Research Framework

3 Research Method

This research employs a quantitative approach with a correlational design, focusing on the entire staff population of PT Asia Pacific Fibers. The research survey was directly distributed to all employees at PT Asia Pacific Fibers. Data collection occurred through an online questionnaire using the Google Form platform and also via paper-based distribution, utilizing a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The research population size was precisely determined, consisting of 287 staff members. The study adopted a total sampling or saturated method, meaning that all population members were included in the sample. Thus, the number of research samples is 221 respondents. All employees are spread across 40 departments of the company.

The study adopted a quantitative approach, employing descriptive statistical analysis and Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 3 software. SEM-PLS analysis aims to identify the critical factors influencing each variable. This process consists of three stages: the outer model, inner model, and hypothesis testing. Significantly, the majority of PT Asia Pacific Fibers Kendal staff are male [35]. The variables considered include QWL, JS, PE, and EP.

Table 1. Respondent Characteristics

Categories	Mark	Quantity	Percentage (%)
Gender	Male	202	91,7
	Female	19	8,3
	Choose not to mention		
Age Ranges	< 25's	25	11
	25 – 30 's	63	29

Categories	Mark	Quantity	Percentage (%)
	31 – 35 ‘s	35	16
	36 – 40 ‘s	25	11
	> 40’s	73	33
Education Level	High School	56	25
	D3	47	21
	S1	116	52
	S2	2	1
Working period	< 1 year	3	1
	1 – 3’s	28	3
	4 – 6’s	51	23
	7 – 9’s	42	19
	>10’s	97	44

This study reveals that the majority of respondents are male, totaling 202 respondents or 91.7%. This indicates that most of the staff at PT Asia Pacific Fibers Kendal are male. Additionally, respondents aged over 40 years dominate, with 73 respondents or 33%. This age group suggests that most staff are mature and experienced in their work. In terms of education, the majority of respondents hold a bachelor’s degree, with 116 respondents or 52%, indicating that most staff are university graduates. Lastly, respondents with more than 10 years of service amount to 97 respondents or 44%, signifying that the majority of staff have extensive work experience at the company.

3.1. Evaluation of Measurement Models

The measurement model in this study is a reflective measurement model, with Organizational Citizenship Behavior, Organizational Commitment, and Transformational Leadership variables being assessed reflectively. According to Hair et al. [36], the evaluation of the reflective measurement model involves criteria such as a loading factor of ≥0.70, composite reliability of ≥0.70 (Cronbach's alpha), and an Average Variance Extracted (AVE) of ≥0.50. Additionally, discriminant validity is evaluated using the Fornell-Larcker criterion with values below 0.9 (Cross Loading).

Table 2. Measurement Model Evaluation

Variable	Scale Item	Outer loadings	Cronbach's alpha	Composite Reliability	Average variance extracted (AVE)
Quallity of Work Life	I get a lot of opportunities in career development as a staff in this company.	0.675	0.904	0.919	0.534
	At the staff level, I can enhance a variety of skills.	0.823			
	I can develop with the challenges in working as a staff.	0.763			
	I was given the opportunity by the company to exchange ideas.	0.763			
	I was given the opportunity by the company to exchange ideas.	0.730			

Variable	Scale Item	Outer loadings	Cronbach's alpha	Composite Reliability	Average variance extracted (AVE)
Job Satisfaction	I was given the opportunity by the company to exchange ideas.	0.638	0.885	0.904	0.561
	I have the ability that is trusted by my superior.	0.684			
	I feel that my superior is able to develop teamwork for me.	0.715			
	My superior pays attention to my condition at work.	0.737			
	I have personal values that are in line with my work in the company.	0.671			
	I receive a good salary.	0.691			
	I receive a salary that is provided by this company as good as other companies.	0.672			
	I am appreciated by the company for the work given.	0.760			
	I get proper recognition when I do a good job.	0.765			
	I can get many awards while working here.	0.714			
	I am rewarded appropriately for my hard work.	0.648			
	1 have an efficient job.	0.619			
	It is easier for me to do my job well because of the procedures.	0.668			
	I have been explained about my job by the company.	0.649			
	I know what is happening in the company.	0.615			
	I feel clear about the goals of this company.	0.647			
Psychological Empowerment	I am self-assured in my capacity to perform my duties as a staff member	0.827	0.910	0.924	0.586
	I have full confidence in my ability to execute work tasks as a staff member	0.790			
	As a staff member, I have acquired the necessary skills for my job	0.838			
	I have autonomy in my work as a staff.	0.725			
	I have great opportunities to do my work as a staff independently.	0.740			
	As a staff member, I have the autonomy to make decisions about how I approach my work.	0.679			

Variable	Scale Item	Outer loadings	Cronbach's alpha	Composite Reliability	Average variance extracted (AVE)
	I feel that my work as a staff is very important.	0.769			
	I have a personal meaning from my work activities as a staff.	0.748			
	I feel that the tasks carried out as a staff are very important to me.	0.760			
Employee Performance	I understand the work procedures.	0.776	0.863	0.901	0.646
	I have the skills to interact with coworkers.	0.801			
	I am dedicated to the company.	0.820			
	I assess the quality of my work against tasks and obligations.	0.828			
	I assess my overall Employee Performance	0.792			

An outside load value of at least 0.70 is displayed for all variables assessed by each measurement item that represents each variable, indicating a high correlation between each measurement item and the explanation of each variable. Acceptable values include composition reliability, Cronbach Alpha levels of at least 0.70, and AVE values of at least 0.5..

Table 3. Fornell-Larcker Criterion

	Employee Performance	Job Satisfaction	Psychological Empowerment	Quality of Work Life
Employee Performance	0,804			
Job Satisfaction	0,561	0,664		
Psychological Empowerment	0,647	0,674	0,712	
Quality of Work Life	0,595	0,817	0,727	0,686

The assessment of discriminant validity must be done using the Fornell-Larcker criteria. Discriminant validity is a form of assessment designed to ensure that variables are theoretically distinct and demonstrated by empirical/statistical tests. The Fornell-Larcker criterion states that the AVE root of the variable is greater than the correlation between the variables. The JP variable has an AVE root (0.646) that is more highly correlated with the QWL, JS, and PE variables. The QWL variable has an AVE root (0.534) that is more highly correlated with the JS and PE variables. These results indicate that the discriminant validity of the EP variables is met, as is the validity of QWL, JS, and PE, where the root AVE is greater than the correlation between the variables.

Table 4. Cross-Loading

Construct	QWL	JS	PE	EP

X1	0,765	0,642	0,424	0,403
X2	0,823	0,619	0,54	0,556
X3	0,763	0,631	0,473	0,481
X4	0,763	0,596	0,404	0,541
X5	0,73	0,565	0,549	0,43
X6	0,638	0,511	0,556	0,369
X7	0,684	0,499	0,481	0,54
X8	0,715	0,557	0,541	0,473
X9	0,737	0,587	0,43	0,404
X10	0,671	0,55	0,369	0,549
Z1.1	0,504	0,691	0,264	0,298
Z1.2	0,421	0,672	0,18	0,176
Z1.3	0,547	0,76	0,303	0,273
Z1.4	0,602	0,765	0,338	0,278
Z1.5	0,526	0,714	0,306	0,288
Z1.6	0,448	0,648	0,263	0,183
Z1.7	0,535	0,619	0,491	0,429
Z1.8	0,554	0,668	0,485	0,537
Z1.9	0,539	0,649	0,466	0,418
Z1.10	0,494	0,615	0,502	0,419
Z1.11	0,619	0,647	0,538	0,499
Z2.1	0,461	0,402	0,827	0,535
Z2.2	0,463	0,39	0,79	0,532
Z2.3	0,511	0,423	0,838	0,574
Z2.4	0,513	0,403	0,725	0,383
Z2.5	0,484	0,401	0,74	0,478
Z2.6	0,496	0,48	0,679	0,362
Z2.7	0,541	0,508	0,769	0,513
Z2.8	0,485	0,476	0,748	0,442
Z2.9	0,582	0,516	0,76	0,506
Y1	0,497	0,454	0,502	0,776
Y2	0,484	0,47	0,499	0,801
Y3	0,501	0,438	0,583	0,82
Y4	0,452	0,356	0,473	0,828
Y5	0,451	0,43	0,473	0,792

3.2. Structural Model Evaluation

In this study, the structural model was evaluated using the 500 bootstraps method in Smart PLS software. The structural model evaluation refers to testing the hypothesis of influence between the research variables. The testing of the structural model evaluation is carried out in four stages, firstly, the absence of multicollinearity between the variables is tested using the internal VIF (variance inflated factor) measure. Internal VIF values below 5 indicate that there is no multicollinearity between the variables [36].

Table 5. Variance Inflated Factor

	VIF
QWL → EP	3.618
QWL → JS	1.000
QWL → PE	1.000
PE → EP	2,210

JS → EP	3,130

Previous to testing the hypothesis of the structural model, it is necessary to check whether there is multicollinearity between the variables by measuring the inner VIF statistic. The estimation results show that the inner VIF value is <5, so the multicollinearity between the variables is low. These results strengthen the results of parameter estimation in the SEM-PLS, which are not biased.

To analyze the hypotheses in the framework of this study, the method of structural equation modeling - least squares (SEM-PLS) and the program SmartPLS 3 was used. The hypothesis test is carried out by observing the value of the main sample and the t-statistic. The original sample value is used to see if the correlation is positive or negative. The value of the t-statistic is used to determine the effect between significant variables, if the value of the t-statistic is > 1.96 at the significance level of 5%.

Table 6. Hypothesis testing

Hypothesis	Variable	Original Sample (O)	T-Statistic	P-values	Result
H1	QWL (X) → JS (Z1)	0.790	30.926	0.000	Significant
H2	QWL (X) → PE (Z2)	0.701	20.302	0.000	Significant
H3	JS (Z1) → EP (Y)	0.097	1.050	0.294	Not Significant
H4	PE (Z2) → EP (Y)	0.428	4.835	0.000	Significant
H5	QWL (X) → EP (Y)	0.217	2.084	0.038	Significant
H6	QWL (X) → JS (Z1) → EP (Y)	0.077	1.035	0.301	Not Significant
H7	QWL (X) → PE (Z2) → EP (Y)	0.300	4.847	0.000	Significant

H1: The results show that the original sample value is 0.790, the t-statistic value is 30.926> 1,96 and the p-value is 0,000 <0,050. Thus, H1 which states that "QWL has a positive and significant effect on JS" is **accepted**.

H2: The results show that the original sample value is 0.701, the t-statistic value is 20.302> 1,96 and the p-value is 0,000 <0,050. Thus, H2 which states that "QWL has a positive and significant effect on PE" is **accepted**.

H3: The results show that the original sample value is 0.097, the t-statistic value is 1.050<1,96 and the p-value is 0,294>0,050. Thus, H3 which states that "JS has a positive and significant effect on EP" is **rejected**.

H4: The results show that the original sample value is 0.428, the t-statistic value is 4.835> 1,96 and the p-value is 0,000 <0,050. Thus, H4 which states that "PE has a positive and significant effect on EP" is **accepted**.

H5: The results show that the original sample value is 0.077, the t-statistic value is 2.084> 1,96 and the p-value is 0,038<0,050. Thus, H5 which states that "QWL has a positive and significant effect on EP" is **accepted**.

H6: The results show that the original sample value is 0.217, the t-statistic value is 1.039<1,96 and the p-value is 0,301>0,050. Thus, H6 which states that " JS mediates the effect of QWL on EP positively and significantly" is **rejected**.

H7: The results show that the original sample value is 0.300, the t-statistic value is 4.847> 1,96 and the p-value is 0, 000 <0,050. Thus, H7 which states that "PE mediates the effect of QWL on EP positively and significantly" is **accepted**.

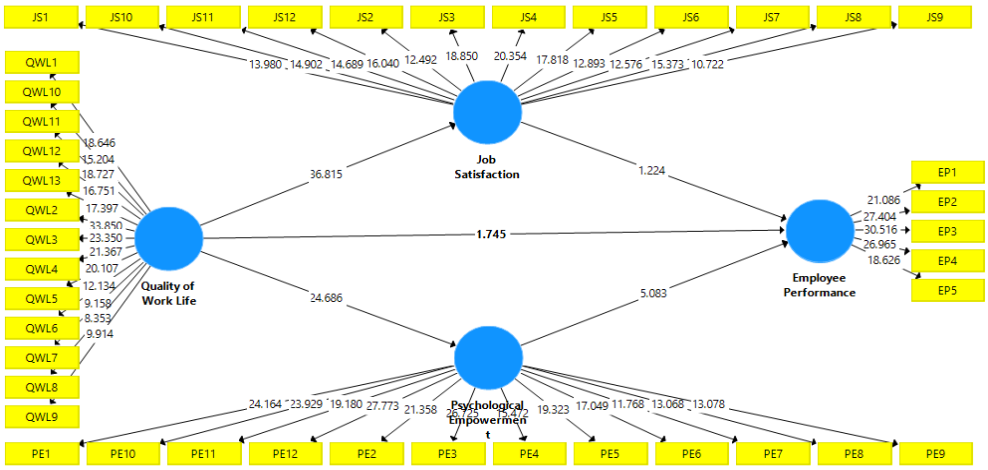

Fig. 2. Outer Model

The findings suggest that while QWL plays a critical role in enhancing JS and PE, only PE consistently mediates the relationship between QWL and EP. This highlights the importance of empowering employees to drive performance, suggesting that organizational strategies should focus on not only improving work conditions but also on fostering a sense of empowerment among employees.

4 Discussion

Based of this study highlight the critical role of Quality of Work Life (QWL) in influencing Job Satisfaction (JS) and Psychological Empowerment (PE), which subsequently affect Employee Performance (EP). The results of hypothesis testing indicate that QWL positively and significantly impacts JS and PE, as evidenced by the acceptance of H1 and H2. These results align with [37] and [23] that emphasizes the importance of QWL in enhancing employees' overall satisfaction and empowerment at work. However, the impact of JS on EP, as proposed in H3, was found to be insignificant, suggesting that while QWL can elevate satisfaction levels, it does not directly translate into improved performance. This finding challenges the conventional belief that higher job satisfaction invariably leads to better performance, highlighting the need for a more nuanced understanding of the factors that drive employee performance.

Moreover, the role of Psychological Empowerment as a direct influencer of EP is strongly supported, as demonstrated by the acceptance of H4, indicating that empowering employees psychologically is crucial for enhancing their performance. Interestingly, while H5 confirms that QWL has a direct positive effect on EP, H6 reveals that JS does not mediate the relationship between QWL and EP, suggesting that other factors may play a more substantial mediating role. In contrast, H7 establishes that PE effectively mediates the impact of QWL on EP, underscoring the significant role of empowerment in translating quality work life into performance gains. These results emphasize the need for organizations to focus not only on improving the quality of work life but also on fostering a culture of empowerment to drive employee performance.

5 Conclusion

Based on the research findings and subsequent discussion, the following conclusions emerge:

1. Quality of Work Life (QWL) positively and significantly influences Job Satisfaction (JS). In other words, when staff experience high-quality work life, their job satisfaction tends to be high as well.
2. QWL also has a positive and significant impact on Personal Engagement (PE). When staff enjoy a favorable work environment, their level of personal engagement increases.
3. Surprisingly, Job Satisfaction (JS) does not directly affect Employee Performance (EP) in this study. The evidence does not support a significant relationship between staff job satisfaction and their overall performance.
4. On the other hand, Personal Engagement (PE) significantly contributes to Employee Performance (EP). When staff exhibit high levels of personal engagement, their performance improves.
5. Furthermore, Quality of Work Life (QWL) directly influences Employee Performance (EP). Staff who experience better work conditions tend to perform at a higher level.
6. Interestingly, Job Satisfaction (JS) does not act as a mediator between QWL and EP. Despite QWL's impact on EP, the statistical evidence does not confirm JS as a strong mediator in this context.
7. However, Personal Engagement (PE) plays a crucial mediating role between QWL and EP. The statistical analysis supports PE's influence in strengthening the relationship between work conditions and employee performance.

This study examines the impact of QWL on employee EP, considering the mediating effects of JS and PE. To enhance the research validity regarding work life quality and EP, the following steps are recommended, a more comprehensive approach can be adopted. Future research can consider using a combination of self-rated and supervisor/peer-rated questionnaires. This approach allows for more diverse assessments, reduces potential biases arising from self-assessment, and includes external perspectives that can provide a more objective picture of respondents' EP.

In addition, previous research that was limited to PT Asia Pacific Fibers Kendal staff in the textile industry can be expanded by involving subjects from various industrial backgrounds, such as operator employees in other sectors, to enrich the understanding and application of the

findings. Given that JS did not act as a mediator between QWL and EP, future studies could investigate other unexplored variables or indicators that might significantly impact this relationship.

This study found that while JS does not directly impact EP or serve as a mediator in the relationship between QWL and EP, there are still crucial factors that management should take into account. JS factors such as psychological, social, physical, and financial conditions [38] play an important role in creating a conducive work life. Direct EP improvements may not be visible, but by meeting these needs, management can prevent job dissatisfaction that often arises when these aspects are neglected. Psychologically satisfied and fulfilled staff are more likely to stay in the organization, show lower absenteeism rates, and have positive attitudes that can ultimately contribute to the long-term success of the organization [8]. Thus, it is important for management to remain focused on improving the QWL by considering PE variables for long-term investment in staff well-being and not neglect their JS factors.

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