Effect of Quality of Work Life on Work Motivation and Job Satisfaction and Their Impact on Turnover Intention on Outsource Employees

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ABSTRACT

This study aims to analyze the effect of Quality of Work Life on Work Motivation and Job Satisfaction and its Impact on Turnover Intention of Outsource Employees in Area 4 PT. Kereta Commuter Indonesia. The population in this study were all outsource employees in Area 4 at the PT. Kereta Commuter Indonesia in Jakarta with a total sample of 195 respondents. The analytical method used in this research is using Structural Equation Modeling (SEM). The results of this study indicate that there is a significant positive effect between the Quality of Work Life on Work Motivation in outsource area 4 employees at PT. Kereta Commuter Indonesia, there is a significant positive effect between the Quality of Work Life on Job Satisfaction in outsource area 4 employees at PT. Kereta Commuter Indonesia, there is a significant negative effect between Quality of Work Life on Turnover Intention in outsource area 4 employees at PT. Kereta Commuter Indonesia, there is a significant negative effect between Work Motivation on Turnover Intention on outsource area 4 employees at PT. Kereta Commuter Indonesia, there is a significant negative effect between Job Satisfaction on Turnover Intention in outsource area 4 employees at PT. Kereta Commuter Indonesia, there is an indirect influence between Quality of Work Life on Turnover Intention through Work Motivation on outsource employees area 4 at PT. Kereta Commuter Indonesia, and there is an indirect effect between Quality of Work Life on Turnover Intention through Job Satisfaction on outsource employees area 4 at PT. Kereta Commuter Indonesia.

INTRODUCTION

One of the big challenges for organizations is to organize and manage the workforce, including in maintaining their turnover rate. Employee turnover can affect the company's productivity (Frian & Mulyani, 2018) and make the company incur large costs both directly and indirectly (Kaur et al., 2013). Turnover also has a negative impact on the organization because it creates instability in the condition of the workforce, decreases employee productivity, a work atmosphere that is not conducive and also has an impact on the cost of human resources (Dharma, 2013).

Employees are a valuable asset for PT. Kereta Commuter Indonesia in achieving corporate vision and mission. In practice, there are still many companies that have not created a strategy to retain their employees, especially outsource...
employees. Without realizing it, outsource employees also have an important role for the company because with outsource employees a company can focus more on the core business they control.

A permanent employees at the company, the management of outsource employees must be a concern so as to suppress the interest or intention of employees to leave the company (Siahaan, 2018). In addition, by paying attention to the needs of outsource employees, the company will get employees who are productive in terms of quality and quantity. Employees will continue to work for the organization as long as the benefits provided by the organization are met, such as a satisfactory situation for the employee, good working conditions, suitable workload, opportunities for advancement that are equal to or greater than the contribution, time, and effort of the employee required. by the organization (Zunaidah et al., 2019). Work goals are a person's feelings towards work both positive and negative (Srimindarti et al., 2017)

Table 1. Recapitulation of Outdated Employees in area 4 of PT Kereta Commuter Indonesia 2016 – 2019

| Years | Total Employees Quitting | % Increase from previous year |
|-------|--------------------------|-----------------------------|
| 2016  | 79                       | -                           |
| 2017  | 84                       | 5,9                         |
| 2018  | 91                       | 7,7                         |
| 2019  | 104                      | 12,5                        |

Table 1 shown an increase in employee turnover from year to year, where in 2019 there was an increase in the turnover rate of up to 12.5% from the previous year. Turnover rate in 2019 can be observed in more detail quarterly as shown in Table 2 below.

Table 2. Turnover rate of outsource employees in area 4 of PT Kereta Commuter Indonesia in 2019

| Period             | Number of Initial Employees | Number of Employee Transfer | Number of Final Employees | Turnover Percentage |
|--------------------|-----------------------------|----------------------------|--------------------------|---------------------|
| Q1 : January - March 2019 | 220                         | 28                         | 24                       | 10,71%              |
| Q2 : April - June 2019   | 224                         | 20                         | 30                       | 14,02%              |
| Q3 : July - September 2019| 214                         | 27                         | 24                       | 11,06%              |
| Q4 : October - December 2019| 217                        | 29                         | 26                       | 11,82%              |
Through table 2, it is known that employee turnover throughout 2019 for 4 quarters was at a percentage above 10%. This shows that the turnover rate for outsource employees in area 4 of PT Kereta Commuter Indonesia is quite high and is considered unfavorable. According to Prawitasari, (2016), in general an adequate turnover rate is that the turnover should not be more than 10% per year.

The study doing interview to outsource employees in area 4 of PT Kereta Commuter Indonesia, it is known that the main factors that are considered by employees to decide to leave the company are inadequate quality of work life, marked by an unsupportive work environment, shifts that have to stay overnight when they get a job. morning shifts, hard-to-get leave, and quite a number of working days in a week, which is as many as 6 working days. Other considerations are in terms of job satisfaction such as salaries that are not as expected, and also work motivation which is seen from the aspect of lack of career development. This study aims to investigate the effect of quality of work life on work motivation and job satisfaction and its impact on turnover intention of outsource employees in area 4 of PT Kereta Commuter Indonesia.

The relevant research was carried out by Sanni, (2018) This study has similarities in analyzing the variables, namely the influence of work quality, work motivation on employee job satisfaction. while the difference in this study is that in future research there is another variable, namely the impact of Turnover Intention the results of his research stated that only motivation work that has a positive and significant effect on employee job satisfaction, while quality of working life and career development is not. Based on the correlation analysis between dimensions, the dimension of the need for achievement on the work motivation variable has the most correlation strong on the dimensions of coworkers on the job satisfaction variable. quality of work life, work motivation and career development simultaneously affect job satisfaction employee at the West Jakarta City Administration Sub-District Office.

Seeing the many kinds of research on turnover intention, it can be said that turnover intention is still an interesting research topic that needs to be explored further. This is mainly because each company has a different turnover trend and has different employee characteristics so that it will produce different triggers in terms of intention to resign, where this study focuses on three determining variables, namely quality of work life, work motivation and job satisfaction. In addition, to fill the existing research gap, this study proposes a research model developed from previous research that has never tested work quality directly and indirectly on turnover intention through work motivation and job satisfaction. This study also proposes a different research sample, namely outsourced employees where they have their own uniqueness, namely working for the success of the company but managed by outsourcing service providers. Thus, they have a need for quality of work life, work motivation and job satisfaction that is different from regular employees in general.
The results of this study are in line with the research of Surienty et al. (2014), Yusoff et al. (2015), Jabeen et al. (2018), Alzamel et al. (2020), and Mosadeghrad (2013) who found that Quality of Work Life had a negative effect on Turnover Intention. The higher the Quality of Work Life, the lower the Turnover Intention of outsource area 4 employees at PT. Indonesian Commuter Train. Vice versa, the lower the Quality of Work Life, the higher the Turnover Intention of outsourced area 4 employees at PT. Indonesian Commuter Train.

**Literature Review**

**Turnover Intention**

Turnover Intention according to Issa et al. (2013) explained as a desire to leave the company where they work voluntarily which in turn can affect employee productivity when working. As for Waspodo et al. (2013) explain Turnover Intention as an employee's desire to move to another place of work that is better than the current job. In addition, Saeka & Suana (2016) explain Turnover Intention as a result of a person's evaluation of his presence in the current company which is implemented with the action of whether to leave the current company or not. Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention (Belete, 2018).

Turnover can pose a major threat to the industry and a factor that can be considered negative because it can result in high costs for the company (Mathieu et al., 2016). Employees who wish to change jobs are characterized by increasing absenteeism, in addition the level of responsibility of employees in this phase will be reduced when compared to the level of responsibility carried out previously. Various violations of obedience in the work environment are often carried out by employees who will make a turnover, in this case they will leave the workplace more often during working hours and various other things, employees who wish to change jobs will often protest against the policy. company policy to superiors, protest material will usually be more emphasized on remuneration or other rules that do not agree with the wishes of the employee, not only that this also applies to employees who have positive characteristics because employees in this case will apply to have responsibilities high attitude towards the tasks assigned, and if the positive behavior of this employee will increase far and different from usual, then it actually indicates that this employee will make a turnover (Halimah et al., 2016).

From the definition put forward by the experts above, it can be concluded that turnover intention is the desire to change employees for the next few months or years. This of course should be a special concern for the company because if the turnover rate gets higher in several periods, it is possible that it will be able to affect the running of the company, because in this case the recruitment that has been carried out by the company so far to find reliable employees will be in vain. in vain with the high turnover rate.

The results of this study are in line with the research of Surienty et al. (2014), Yusoff et al. (2015), Jabeen et al. (2018), Alzamel et al. (2020), and Mosadeghrad (2013) who found that Quality of Work Life had a negative effect on Turnover Intention. The higher the Quality of Work Life, the lower the Turnover Intention of outsource area 4 employees at PT. Indonesian Commuter Train. Vice versa, the lower the Quality of Work Life, the higher the Turnover Intention of outsourced area 4 employees at PT. Indonesian Commuter Train.
(2013) who found that Quality of Work Life had a negative effect on Turnover Intention. The results of previous research conducted by Fidyah, et.al, (2022) concluded that there was a significant negative effect on job satisfaction and there was a significant positive effect between work stress and the work environment and an insignificant negative effect on employee turnover intention at PT. Prima True Prosperity. The results of research that has been carried out by Rezki, (2020) show: Work motivation has a positive and significant effect on employee performance, job satisfaction, and employee performance through job satisfaction, then job satisfaction has a positive and positive effect significant on employee performance.

Hypothesis 1: Quality of Work Life has an effect on Work Motivation on outsourced employees area 4 at PT. Indonesian Commuter Train

Hypothesis 2: Quality of Work Life has an effect on Job Satisfaction on outsourced employees area 4 at PT. Indonesian Commuter Train

Hypothesis 3: Quality of Work Life has an effect on Turnover Intention of outsourced employees area 4 at PT. Indonesian Commuter Train

Quality of Work Life

In general, the quality of work life refers to the quality of the relationship between employees and their work environment (Kaur et al., 2013). Quality of Work Life is a program prepared by the company to improve the quality of working conditions from the employee side and greater organizational effectiveness from the company side (Parvar et al., 2013). Kusnoto & Sitorus (2016) stated that the quality of work life is a company's effort to create a sense of security and employee satisfaction at work.

Definitions from the experts above, it can be concluded that the quality of work life is a process to achieve employee perceptions of security at work, job satisfaction and motivation to grow and develop according to work life needs and plans in order to improve the dignity and lives of employees and support company effectiveness. The results of Ramadhoan, (2015) show that there is a direct negative effect of quality of work life (QWL) on employee performance, there is a direct positive influence on the quality of work life (QWL) on organizational commitment and job satisfaction, there is no effect directly the quality of work life on employee performance through commitment organization and job satisfaction as an intermediate variable.

Alfani (2018) on employees of PT. Bank BRI Syariah Pekanbaru Branch also shows that Quality of Work Life has a positive effect on employee job satisfaction. Likewise with the research of Kermansaravi et al. (2015) who found a significant and positive effect between the quality of work life and job satisfaction in 202 university employees in Iran. Quality of work life has predictability of job satisfaction and is effective in increasing job satisfaction, so job satisfaction can be increased through
changes and manipulation of components of quality of work life (Kermansaravi et al., 2015). The results of research that has been carried out by Neviyani, (2020) state that (1). there is a significant impact. between Quality of Work Life on work motivation, (2). there is a significant impact. between work motivation on performance, (3). there is significant impact. between Quality of Work Life on performance, (4). there is a linear relationship between Quality of Work Life (X) and work motivation (Z) on performance (Y).

Hypothesis 4: Work Motivation has an effect on Turnover Intention on outsourced employees area 4 at PT. Indonesian Commuter Train

Hypothesis 5: Job Satisfaction has an effect on Turnover Intention on outsourced employees area 4 at PT. Indonesian Commuter Train

Hypothesis 6: Quality of Work Life has an indirect effect on Turnover Intention through Work Motivation on outsourced employees area 4 at PT. Indonesian Commuter Train

Hypothesis 7: Quality of Work Life has an indirect effect on Turnover Intention through Job Satisfaction on outsourced employees area 4 at PT. Indonesian Commuter Train

Motivation

Priansa (2014) explains motivation as a process that shows a person's intensity and persistence in an effort to achieve goals. Motivation is a person's internal factor to complete a task given to him (Sohail et al., 2014). Meanwhile, Hidayah et al., (2015) define motivation as an impulse from within humans to do every task well within the scope of the work they carry out. Motivation is a way of creating high level of enthusiasm to reach organizational goals, and this situation is accommodated by satisfying some individual need. Basically, motivation refers to achieving organizational main goals by satisfying individual employee’s needs or demands (Haque, 2014).

The theories put forward by the experts above, it can be concluded that motivation is the impetus that causes changes in the behavior of employees in moving towards organizational goals.

The results of this study are in line with the research of Sari et al. (2019) and Neviyani & Novi (2020) who found that Quality of Work Life had a positive effect on Work Motivation. When the organization has a supportive environment, the motivation to work will increase, on the contrary if the environment is unsupportive and uncontrolled, feelings of helplessness and hopelessness increase which always lowers motivation to work (Varma, 2015).

Job Satisfaction

Job satisfaction refers to a person's evaluation of the extent to which the company is able to meet the needs and is consistent with its values (Kaur et al.,
Kreitner & Kinicki (2014) briefly describe job satisfaction as a person's feeling of liking for his work. Priansa (2014) defines job satisfaction as a set of employees' feelings towards their work, whether they are happy/like or not happy/dislike as a result of employee interactions with their work environment or as a perception of mental attitudes, as well as the result of employees' assessments of their work.

The results of this study are in line with the research of De Simone et al. (2018), Ibrahim et al. (2016), Masum et al. (2016), Gandhi et al. (2017), and Jabeen et al. (2018) which shows that job satisfaction has a significant negative effect on turnover intention. Mosadeghrad (2013) states that employees should be considered as developing human assets, so that employee learning, professional growth, and their progress can increase employee job satisfaction. Meanwhile, employee dissatisfaction, for example with promotion opportunities, has been shown to have a strong impact on employee turnover.

The theory put forward by the experts above, it can be concluded that job satisfaction is one of the most important factors to get optimal work results. When someone feels satisfied at work, the employee tries his best with all his abilities to complete the job task. Thus, productivity and work results increase optimally. Based on the formulation of the hypothesis that has been described, the conceptual framework of the research can be described as follows:

**Method**

The research will be conducted in Indonesia with the scope of research is PT. Kereta Commuter Indonesia in Jakarta with a population of 220 people. The sampling technique chosen by the researcher is using probability sampling technique. The number of samples in this study refers to the research of Hair et al. (2010) which states that the number of samples as respondents must be adjusted to the number of question indicators used in the questionnaire, assuming n x 5 observed variables (indicators). In this study, there are 39 indicators used to measure 4 variables, so the sample to be used is 39 x 5 = 195 respondents. In this study, the data analysis used was validity test, rehabilitation test and hypothesis testing with SEM-PLS on 4 (four) variables.

**Result And Discussion**

**Structural Equation Model (SEM) Analysis**

To analyze the research data, the SEM-PLS analysis technique was used with the help of the SmartPLS version 3.3.2 application. The evaluation of the structural model, the goodness of fit model test was first carried out through the R-Square (R2) and Q-square (Q2) values, then continued with hypothesis testing through the path coefficient analysis.

The R-square value is used to see the predictive power of the structural model. R-Square values 0.75, 0.50, and 0.25 respectively indicates that the model is...
The results of the R-Square value in this study are presented in the following table:

| Variabel            | R Square | R Square Adjusted | Keterangan |
|---------------------|----------|-------------------|------------|
| Job satisfaction    | 0.974    | 0.974             | Strong     |
| Work Motivation     | 0.969    | 0.968             | Strong     |
| Turnover Intention  | 0.961    | 0.960             | Strong     |

Source: Output SmartPLS 3.3.2, processed by researchers (2021)

Based on Table 3 above, it can be seen that the R-square adjusted value of the endogenous variable Job Satisfaction is 0.974 which indicates that the predictive power of the exogenous variable (Quality of Work Life) is strong, where the effect of the exogenous variable is 97.4%, while the rest of 2.6% is influenced by other variables outside the model.

Meanwhile, the adjusted R-square value on the endogenous work motivation variable is 0.968 which indicates that the predictive power of the exogenous variable (Quality of Work Life) is strong, where the effect of the exogenous variable simultaneously is 96.8%, while the remaining 3.2% is influenced by by other variables outside the model.

Furthermore, the adjusted R-square value on the endogenous Turnover Intention variable is 0.960 which indicates that the predictive power of the exogenous variables (Quality of Work Life, Job Satisfaction and Work Motivation) is strong, where the influence of the exogenous variables simultaneously is 96%, while the rest is 4% is influenced by other variables outside the model.

Furthermore, the Q-Square value (predictive relevance) is used to measure how well the observed values are generated by the model and also the parameter estimates. The value of Q square > 0 indicates the model has predictive relevance, on the other hand if the Q-Square value < 0 indicates the model lacks predictive relevance. Q-Square calculation is done with the following formula:

\[
Q\text{-Square} = 1 - [(1 - R^21) (1 - R^22) (1-R^23)] \\
= 1 - [(1 - 0.974) (1 - 0.969) (1 - 0.960)] \\
= 1 - [(0.03) (0.31) (0.04)] \\
= 1 - 0.000372 \\
= 0.9996
\]

Based on the results of the calculations above, the Q-Square value is 0.9996. This shows the magnitude of the diversity of the research data that can be explained by the research model is 99.96%. While the remaining 0.04% is explained by other
factors outside the research model. Based on these results, this research model can be declared to have a good goodness of fit.

**Hypothesis Testing**

T-Statistic (bootstrapping) is used to see the significance value between constructs. Hair et al. (2014) suggested to perform a bootstrapping procedure with a re-sample value of 5,000. The limit for rejecting and accepting the proposed hypothesis is ±1.96, which if the t-statistic value is in the value range of -1.96 and 1.96 then the hypothesis will be rejected or in other words accept the null hypothesis (H0).

| Hypothesis          | Original Sample | T Statistics | P Values | Result   | Information     |
|---------------------|-----------------|--------------|----------|----------|-----------------|
| H1 Quality of Work Life → Work Motivation | 0.984 | 291,320 | 0.000 | Significantly Positive | Hypothesis accepted |
| H2 Quality of Work Life → Job Satisfaction | 0.987 | 311,385 | 0.000 | Significantly Positive | Hypothesis accepted |
| H3 Quality of Work Life → Turnover Intention | -0.230 | -1,987 | 0.035 | Negative Significant | Hypothesis accepted |
| H4 Turnover Intention → Work Motivation | -0.453 | -2.951 | 0.003 | Negative Significant | Hypothesis accepted |
| H5 Turnover Intention → Job Satisfaction | -0.303 | -2.145 | 0.000 | Negative Significant | Hypothesis accepted |

The results of hypothesis testing H1 show a significant positive effect between Quality of Work Life on Work Motivation as indicated by the t-statistic value of 291.320 > 1.650; p-values 0.000 <0.05, and the original sample value is positive at 0.984, thus Hypothesis H1 is accepted. The results of hypothesis testing H2 show a significant positive effect between Quality of Work Life on Job Satisfaction as indicated by the t-statistical value of 311.385 > 1.650; p-values 0.000 <0.05, and the original sample value is positive at 0.987, this Hypothesis H2 is accepted. The results of hypothesis testing H3 show a significant negative effect between Quality of Work Life on Turnover Intention which is indicated by the t-statistic value of 1.987 > 1.650; p-values 0.035 <0.05, and the original sample value is negative 0.230, thus Hypothesis H3 is accepted. The results of the hypothesis test H4 show a significant negative effect between Work Motivation on Turnover Intention which is indicated
by the t-statistic value of 2.951 > 1.650; p-values 0.003 <0.05, and the original sample value is negative at 0.453, thus Hypothesis H4 is accepted. 5. The results of hypothesis testing H5 show a significant negative effect between Job Satisfaction on Turnover Intention which is indicated by the t-statistic value of 2.145 > 1.650; p-values 0.000 <0.05, and the original sample value is negative 0.303, thus Hypothesis H5 is accepted.

| Hypothesis | Original Sample | T Statistics | P Values | Result | Information |
|------------|----------------|-------------|----------|--------|-------------|
| H6 Quality of Work Life → Motivation → Turnover Intention | -0.455 | -2.945 | 0.003 | Significant Negative | Hypothesis Accepted |
| H7 Quality of Work Life → Job Satisfaction → Turnover Intention | -0.299 | -2.144 | 0.033 | Significant Negative | Hypothesis Accepted |

Hypothesis testing H6 shown a significant negative effect between Quality of Work Life on Turnover Intention through Work Motivation which is indicated by the t-statistic value of 2.945 > 1.650; p-values are 0.003 <0.05, and the original sample value is negative at 0.455, interpreted Hypothesis H6 is accepted. The results of hypothesis testing H7 show a significant negative effect between Quality of Work Life on Turnover Intention through Job Satisfaction as indicated by the t-statistic value of 2.144 > 1.650; p-values 0.033 <0.05, and the original sample value is negative 0.299, interpreted Hypothesis H7 is accepted.

Discussion

There is a Positive Significant Effect of Quality of Work Life on Work Motivation

Variable test results. The quality of the results with descriptive statistics on the work motivation variables and work motivation variables shows that the majority of respondents agree on both of them. This is because employees outsource area 4 at PT. Commuter Indonesia trains that meet the quality of work life can make employees work comfortably so that they can direct these employees to work harder and work to provide the best for the company.

The results of this study are in line with Sari et al. (2019) and Nevivani & Novi (2020) who found that Quality of Work Life had a positive effect on Work Motivation. The higher the quality of work life, the higher the work motivation of outsourcing area 4 employees at PT. Kereta Commuter Indonesia. Vice versa, the lower the quality of work life, the lower the work motivation of the employees of outsourcing area 4 at PT. Kereta Commuter Indonesia.
There is a Positive Significant Effect of Quality of Work Life on Job Satisfaction

Similar research results were also found in the study Perangin et al. (2020), Alfani (2018), Kermansaravi et al. (2015) and Suresh (2016) who found that the Quality of Work Life had a positive effect on Job Satisfaction. The higher the Quality of Work Life, the higher the Job Satisfaction of the employees of outsourcing area 4 at PT. Kereta Commuter Indonesia. On the other hand, the lower the Quality of Work Life, the lower the Job Satisfaction of Outsource Area 4 employees at PT. Kereta Commuter Indonesia.

The results of the hypothesis test are also strengthened by the statistical descriptive results of the Quality of Work Life variable and the Job Satisfaction variable which both show that the majority of respondents answered agree on these two variables with the average value of respondents' answers also being the employees of outsourcing area 4 at PT. Indonesia Commuter Trains that meet work quality can increase employee satisfaction at work. Employees will feel happy to always work because the company is able to meet their basic needs and always keep them to work in their best condition.

There is a Negative Significant Effect of Quality of Work Life on Turnover Intention

The results of this study are in line with Surienty et al. (2014), Yusoff et al. (2015), Jabeen et al. (2018), Alzamel et al. (2020), and Mosadeghrad (2013) who found that Quality of Work Life had a negative effect on Turnover Intention. The higher the Quality of Work Life, the lower the Turnover Intention of outsource area 4 employees at PT. Kereta Commuter Indonesia. Vice versa, the lower the Quality of Work Life, the higher the Turnover Intention of outsource area 4 employees at PT. Kereta Commuter Indonesia.

The results of the hypothesis test are also strengthened by the statistical descriptive results on the Quality of Work Life variable and the Turnover Intention variable which shows that the majority of respondents answered agree on these two variables with the average value of respondents' answers also being in equally high intervals (total mean 4.08 on Quality of Work Life and 4.04 on Turnover Intention). the employees of outsourcing area 4 at PT. Indonesian Commuter Train, which fulfills the quality of its work life, is able to bind employees to feel at home working so that they do not think about leaving the company.

There is a Negative Significant Effect of Work Motivation on Turnover Intention

The results of this study are in line with the research of Wang et al. (2019), Sajjad et al. (2013), Banerjee (2018) and Hussain et al. (2018) that work motivation has a significant negative effect on turnover intention. The higher the Work Motivation, the lower the Turnover Intention of outsource area 4 employees at PT. Kereta Commuter Indonesia. Vice versa, the lower the Work Motivation, the higher the Turnover Intention of outsource area 4 employees at PT. Kereta Commuter Indonesia. Motivation of work on employees outsource area 4 at PT. Kereta
Commuter Indonesia, the employees always try to give the best for the company. They work hard for the company and always achieve the company's targets.

**There is a Negative Significant Effect of Job Satisfaction on Turnover Intention**

The results of this study are in line with the research of De Simone et al. (2018), Ibrahim et al. (2016), Masum et al. (2016), Gandhi et al. (2017), and Jabeen et al. (2018) which shows that job satisfaction has a significant negative effect on turnover intention. The higher the Job Satisfaction, the lower the Turnover Intention of the outsource area 4 employees at PT. Kereta Commuter Indonesia. Vice versa, the lower the job satisfaction, the higher the turnover intention of the outsource area 4 employees at PT. Kereta Commuter Indonesia.

The results of hypothesis testing are also strengthened by descriptive statistical results on the Job Satisfaction variable and the Turnover Intention variable which shows that the majority of respondents answered agree on both variables with the average value of respondents' answers being in a high interval (total mean 4.14 on Job Satisfaction and 4.04 on Turnover Intention).

**There is an Indirect Effect of Quality of Work Life on Turnover Intention through Work Motivation**

The similar study of the research of Sari et al. (2019) tell work motivation can mediate the effect of Quality of Work Life on Turnover Intention. Lack of quality of work life practices can hinder employee motivation which causes them to express withdrawal symptoms such as absenteeism and turnover (Hughes & Bozionelos, 2007). The more conflicts that arise between work and personal life, the more employees will struggle to maintain balance and, therefore, eventually quit their jobs (Houston & Waumsley, 2003).

Quality of work life felt by outsource area 4 employees at PT. Kereta Commuter Indonesia can trigger motivation for employees to work optimally. The quality of work life provided by the company is also a representation of the company's guarantee to provide employees with a comfortable and safe work environment. So that employees feel motivated to continue to produce the best work output for the company. With this motivation, employees have the desire to continue to contribute to the company and have no desire to leave the company.

**There is an Indirect Effect of Quality of Work Life on Turnover Intention through Job Satisfaction**

The results of this study are in line with Jabeen et al. (2018) and Sari et al. (2019) that job satisfaction can mediate the effect of Quality of Work Life on Turnover Intention. Furthermore, Sirgy et al. (2001) stated that the quality of work life is the satisfaction of employees with various needs through resources, activities, and results derived from participation in the workplace. Thus, increasing the quality of work life of employees will ultimately increase job satisfaction and reduce the intention to leave or quit employees. Management can improve the quality of work
life in the company by increasing employee satisfaction with company policies, working conditions, equal compensation and equal promotions as an effort to reduce turnover (Mosadeghrad, 2013).

Conclusion

The results of the study, it is known that the Quality of Work Life has an effect on Work Motivation and Job Satisfaction. In addition, Quality of Work Life has a negative effect on Turnover Intention. Work Motivation has a negative effect on Turnover Intention. Similarly, Job Satisfaction has a negative effect on Turnover Intention.

There is a significant negative indirect effect between Quality of Work Life on Turnover Intention through Work Motivation. There is an indirect effect between Quality of Work Life on Turnover Intention through Job Satisfaction. The function of the mediation variable is the similarity to partial mediation, it’s can’t impact between the relation of quality of work to turnover intention.

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