The Impact of Empowerment and Career Development on Work-life Quality in PT Reasuransi Indonesia Utama (Persero)

Teti Rohayati[a], [a]Universitas Negeri Jakarta, Jakarta, Indonesia, [a]Universitas Borobudur, Jakarta, Indonesia, Email: [a]Tetirohayati_im16s3@mahasiswa.unj.ac.id

The goal of the research is to (1) analyse the effect of empowerment and career development on the employees' work-life quality, (2) analyse the influence of empowerment on career development, and (3) analyse career development in mediating the effect of empowerment on the employees' work-life quality. The analytical method for this research is by using SEMPLS with the SmartPLS program. The research population is the employees of PT Reasuransi Indonesia Utama (Persero). There are 93 respondents taken as research samples. The results show that the empowerment provides a direct and positive influence on career development; the empowerment and career development provide a direct and positive influence on the quality of employees' work-life, and empowerment indirectly affects the work quality through career development. The direct effect of career development on work-life quality is higher than the indirect effect of empowerment on work-life quality through career development.

Key words: *Work-Life Quality, Empowerment, Career Development.*

Introduction

In today's dynamic business environment, managing an organisation is a complex job. Organisations currently need to attract and maintain competitive jobs so they will be able to deal with the competition. In this case, quality of work-life (QWL) seems to be an important instrument to improve employee morale and competence that makes them able to respond by increasing their productivity levels (Alzalabani, 2017; Shrestha et al., 2019). Quality of work-life is important for all organisational inputs that lead to employee satisfaction and organisational effectiveness (Donaldson, 1999; Lawler & Ledford, 1981). The quality of work-

life is important to extend the job and work conditions for employees as well as strengthen the organisation's economy (Walton, 1973). The improvement of the quality of work-life naturally will help to improve the performance of employees and the industry or company. The company needs to understand that half of the employee's lives are spent in the worksite and the worksite has become an integral part of their lives. Making a conducive and happy worksite can be done not only by HR but also by every HR official with the same spirit, enthusiasm, commitment, and energy so the management can ensure that every employee is happy working with them and it will lead to a better quality of work-life, thus improving their performance (Rathi, 2009; Velayudhan & Yameni, 2017).

According to Zmani (2016), the quality of work-life has been considered as a welfare component and for that reason, the company, the government, and many professionals have measured and are improving the quality of work-life. Thus the quality of work-life has become the most popular evaluation in the last few years. Leitão et al., (2019), explained that the subjective component and the quality of work-life have an important effect on shaping the individual willingness to contribute to strengthening the organisation's productivity. The result showed that the employees feel appreciated as their boss is listening to them and they have a better work environment, and they also feel respected as professionals or even as humans; it positively affects their feeling which also contributes to the organisation's performance. The quality of work-life is the systematic effort by the organisation to provide a higher opportunity for the employees to influence their work method and their contribution to the organisation's effectiveness (Bora, 2015; Green, 2006).

Alqarni (2016) explained that in the study, the quality of work-life is considered as efficient. The organisation can maintain the employee that fully dedicated themselves to achieve the organisational goal as long as the company is paying attention to the problems like salary and compensation, work conditions, the employees' skill development, growth and security, socialisation technique, work and personal life balance and the social relevance of work-life.

The quality of work-life is also considered an important factor to motivate the employees, improving the employee's commitment, and also as a tool to fix the employees' performance (Silverman, Pogson, & Cober, 2005). The quality of work-life also identified various behaviours that resulting in the harmony in the worksite, reducing stress and conflict between the employees (Suri et al., 2019). One of the factors that shapes the quality of work-life is empowerment. In the last few years, empowerment has become an important topic in management. Management encourages its employees by giving them the freedom to implement their full potential and skill in achieving the organisation's goal (Busara, 2016; Dabo & Ndan, 2018). According to Shrestha et al., (2019), the quality of work-life is the relationship between the employee and the work environment. Thus, the company needs to empower its employees, motivate them, reduce employee turnover and improve the productivity of the work organisation. The executive management also needs to emphasise the element of quality of

work-life programs into the total management quality, the approach/strategy of employees' empowerment to facilitate the organisation's profitability (Chua & Iyengar, 2006; Ross & Perry, 1999). The effective quality of work-life will make the employees more positive and motivated through the optimal utilisation of the resources available in the organisation so the productivity can be improved. Aside from that, the quality of work-life can contribute to the company's ability to recruit the best-quality people, as well as increasing the competitiveness of the company.

Thus, it can be concluded that to make the employee more positive and motivated through HR optimisation by utilising the organisation's resource will create a better quality employee. According to Dahou & Hacini (2018), the employees are the foundation of success for the organisation related to human-based capital. Both managers and employees have an interest in life sustainability and organisational success, and through the improvement of the employees' potential it will create a difference, add value and performance and the competitiveness will become much higher. Information sharing, work design, transformational leadership authority, and decision making has a positive effect on the employees' empowerment, so empowerment should become mandatory for better improvement. According to Zmani (2016), the quality of work-life is one of the important factors in empowering the staff. Thus, the quality of work-life is related to empowerment.

Other than that, another factor that can improve the quality of work-life is career development. According to Afroz (2018), there are 13 vital factors of quality of work-life, one of them is the opportunity to grow (career development). Based on the research done by Navern et al., (2015), the lack of career growth after training in an organisation is interesting. The lack of career growth will affect performance. Based on the background, the research aims to analyse if there is any influence of empowerment and career development on the quality of work-life, analyse the influence of empowerment on career development and analyse the indirect influence of empowerment on quality of work-life through career development.

Literature Review

The Relationship Between Empowerment and Career Development

To make an effective work team, each member needs to be empowered and trusted, show commitment and have a space to be more innovative. The impact of the empowered employee will result in better individuals (Greasley, 2005; Heidari et al., 2013). McElroy & Weng (2012) also support this theory by stating that the employer must be competitive with several types of compensation to attract and maintain a competent employee. One of the compensations that can increase extrinsic motivation is by providing the opportunity for career development. According to Okurame (2012), employee behaviour is heavily affected by the human resources management, so the policy of career development can result in the strong feeling from the

psychological contract between the employees and organisation, especially when the policies of career development are precious initiatives for the employees to improve and grow their careers. Mabekoje et al., (2017) also proved that the dimension of the empowerment has significantly and positively correlated with career commitment. Based on the explanation, the following hypothesis for this research is:

H1: The empowerment provides a direct and positive influence on career development.

The Relationship Between Empowerment and Quality of Work-life

Busara (2016) explained that empowerment affects the performance of the employee in the public sector. Empowerment is recognised as the main key to build trust between the employee and organisation, which will improve performance. Empowerment covers the three components and these are; creating the culture where the employees can give input and have control over their job; training the employees and providing access to the employees for information; and giving them feedback. Shankar (2014) explained that the quality of work-life is a work process of an organisation that allows the member at every level to actively participate in forming the organisation, the environment, the method, and the result. Zmani (2016) aimed to identify the relationship between empowerment and quality of work-life. The regression result showed that empowerment has positively and significantly affected the employee's quality of work-life. Based on the explanation, the following hypothesis for this research is:

H2: Empowerment provides a direct and positive influence on the employees' quality of work life.

The Relationship Between Career Development and Quality of Work-life

Kaur (2016) was studying the concept of quality of work-life and the result showed that six of seven factors (workload, family, transportation, compensation, and allowance policy, work environment and work condition, as well as career development) significantly affect the quality of work-life. Good human resources practice will encourage all employees to be more productive while enjoying their work. Sari et al., (2019) also explained the development of HR is important because the employees are the important assets so the management needs to maintain the competent human resource. Any things that related to the welfare, the comfort in work-life known as quality of work-life. The high-quality of work-life can be achieved if the employee has the opportunity to grow (career development). Based on the explanation, the following hypothesis for this research is:

H3: The career development provides a direct and positive influence on the quality of work-life.

The Career Development Can Mediate the Empowerment on Quality of Work-life Through The Career Development.

Mabekoje et al., (2017) proved that the dimension of the empowerment has significantly and positively correlated with career commitment. The psychological empowerment has an additional prediction effect on career surpassing the contribution of work satisfaction. Next, according to Kaur (2016), career development has significantly affected the quality of work-life. Sari et al., (2019), explained that a high-quality of work-life can be achieved if the employee has the opportunity to grow (career development). Based on the explanation, the following hypothesis for this research is:

H4: Empowerment indirectly affects the quality of work-life through career development.

Based on the empirical review and hypothesis, the conceptual framework for this research is shown in figure 1.
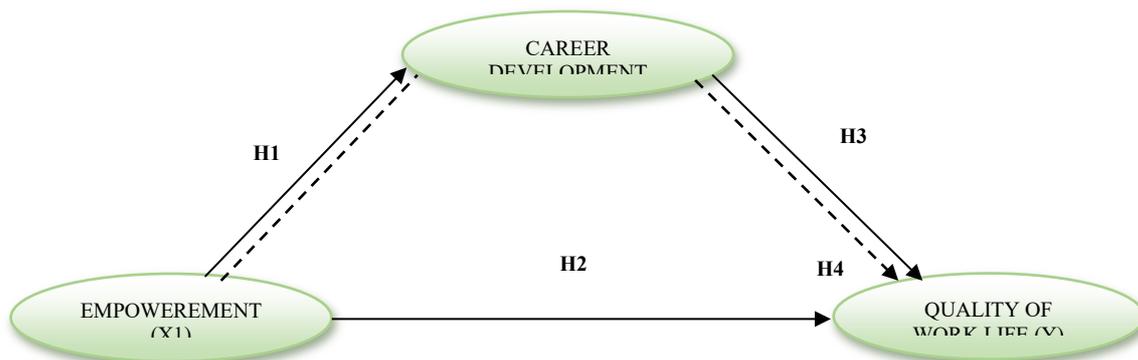

Figure 1. The Concept Framework

Methods

The analytical method for this research is by using SEMPLS with the SmartPLS program. The research populations are the employees of PT Reasuransi Indonesia Utama (Persero) or PT. Indonesia Re. The sampling technique is using proportionate stratified random sampling. This technique is used because the population has a member that consists of the head of the division, section chief, and staff with a total of 221 people. Based on the Slovin formula, the minimum sample for the research is 93 respondents. The calculation of the research sampling is presented in table 1.

Table 1. The Calculation of Research Sampling

Position	Number of Employees	Calculation	Number of Samples
Head of Division	32	32*93/221	13
Section Chief	73	73*93/221	31
Staff	116	116*93/221	49
Total	221		93

Data collection methods were carried out through the distribution of questionnaires that used a Likert scale of 1-5. The Likert scale is designed to test how strongly the subject agrees or disagrees with the statement on a five-point scale (Sekaran, 2010). The data analysis method used to answer the hypotheses proposed in this study uses PLS with the SmartPLS program (Wingdes, 2019; Monecke & Leisch, 2012; Perlines &Cisneros, 2017). The measurement of variables in this study consisted of several indicators presented in Table 2.

Table 2. Variable and Indicator

Variable	Indicator
Empowerment (X1)	Authorisation (X1.1)
	Responsibility (X1.2)
	Trust (X1.3)
	Delegation (X1.4)
	The support for employees (X1.5)
Career Development (X2)	The training plan (X2.1)
	The work experience (X2.2)
	The job position (X2.3)
	The communication skill (X2.4)
	The employee placement (X2.5)
Quality of Work-life (Y)	The concern for employees (Y.1)
	The engagement (Y.2)
	Work security (Y.3)
	The autonomy (Y.4)
	Co-worker Relationship (Y.5)
	Work facilities (Y.6)

Results

Convergent Validity

Convergent validity is one of the requirements for unidimensional: convergent validity testing is using the outer loading. Based on the outer loading score obtained from 150 items, only 1 item has the outer loading score of <0.5, while 149 items have an outer loading score of > 0.5 and p-value <0.05. The item is X2.5.6 so that the item is excluded from the research model. Based on the re-analysis, the results are presented in Table 3.

Table 3. Outer Loadings

Latent Variable	Item	Outer Loading	T Statistic	P values	Explanation
Empowerment (X1)	X1.1.1	0.874	35.646	0.000	Valid
	X1.1.2	0.838	23.210	0.000	Valid
	X1.1.3	0.851	28.660	0.000	Valid
	X1.1.4	0.824	21.301	0.000	Valid
	X1.1.5	0.790	16.889	0.000	Valid
	X1.1.6	0.763	15.890	0.000	Valid
	X1.2.1	0.833	21.888	0.000	Valid
	X1.2.2	0.819	19.314	0.000	Valid
	X1.2.3	0.814	18.122	0.000	Valid
	X1.2.4	0.792	15.393	0.000	Valid
	X1.2.5	0.795	16.554	0.000	Valid
	X1.2.6	0.773	13.005	0.000	Valid
	X1.3.1	0.771	13.204	0.000	Valid
	X1.3.2	0.740	11.528	0.000	Valid
	X1.3.3	0.776	14.088	0.000	Valid
	X1.3.4	0.807	17.427	0.000	Valid
	X1.3.5	0.746	12.782	0.000	Valid
	X1.3.6	0.776	15.788	0.000	Valid
	X1.4.1	0.820	18.347	0.000	Valid
	X1.4.2	0.812	15.726	0.000	Valid
	X1.4.3	0.797	15.569	0.000	Valid
	X1.4.4	0.766	13.520	0.000	Valid
	X1.4.5	0.797	18.298	0.000	Valid
	X1.5.1	0.734	12.584	0.000	Valid
	X1.5.2	0.761	13.608	0.000	Valid
	X1.5.3	0.734	11.580	0.000	Valid
	X1.5.4	0.742	11.763	0.000	Valid

	X1.5.5	0.712	9.542	0.000	Valid
	X1.5.6	0.708	9.576	0.000	Valid
	X1.5.7	0.626	7.442	0.000	Valid
Career Development (X2)	X2.1.1	0.797	15.822	0.000	Valid
	X2.1.2	0.782	13.622	0.000	Valid
	X2.1.3	0.763	13.001	0.000	Valid
	X2.1.4	0.838	20.660	0.000	Valid
	X2.1.5	0.784	14.827	0.000	Valid
	X2.1.6	0.874	24.448	0.000	Valid
	X2.2.1	0.878	29.036	0.000	Valid
	X2.2.2	0.833	19.473	0.000	Valid
	X2.2.3	0.883	34.391	0.000	Valid
	X2.2.4	0.859	23.260	0.000	Valid
	X2.2.5	0.875	26.856	0.000	Valid
	X2.2.6	0.811	14.842	0.000	Valid
	X2.3.1	0.852	28.305	0.000	Valid
	X2.3.2	0.867	28.336	0.000	Valid
	X2.3.3	0.854	28.425	0.000	Valid
	X2.3.4	0.884	31.540	0.000	Valid
	X2.3.5	0.888	33.125	0.000	Valid
	X2.3.6	0.901	36.025	0.000	Valid
	X2.4.1	0.839	20.777	0.000	Valid
	X2.4.2	0.827	18.100	0.000	Valid
	X2.4.3	0.793	12.636	0.000	Valid
	X2.4.4	0.794	12.686	0.000	Valid
	X2.4.5	0.753	10.741	0.000	Valid
	X2.4.6	0.631	6.140	0.000	Valid
	X2.5.1	0.795	16.867	0.000	Valid
	X2.5.2	0.786	12.756	0.000	Valid
	X2.5.3	0.749	11.228	0.000	Valid
	X2.5.4	0.793	13.410	0.000	Valid
	X2.5.5	0.762	13.008	0.000	Valid
Work-life Quality (Y)	Y.1.1	0.727	10.938	0.000	Valid
	Y.1.2	0.710	9.517	0.000	Valid
	Y.1.3	0.685	9.015	0.000	Valid
	Y.1.4	0.726	10.752	0.000	Valid
	Y.1.5	0.728	11.084	0.000	Valid
	Y.2.1	0.722	8.939	0.000	Valid
	Y.2.2	0.741	9.314	0.000	Valid
	Y.2.3	0.695	7.863	0.000	Valid

Y.2.4	0.673	7.321	0.000	Valid
Y.2.5	0.601	5.883	0.000	Valid
Y.3.1	0.807	20.522	0.000	Valid
Y.3.2	0.735	12.559	0.000	Valid
Y.3.3	0.771	14.890	0.000	Valid
Y.3.4	0.652	8.672	0.000	Valid
Y.3.5	0.725	12.273	0.000	Valid
Y.4.1	0.797	19.374	0.000	Valid
Y.4.2	0.722	11.502	0.000	Valid
Y.4.3	0.728	11.632	0.000	Valid
Y.4.4	0.791	17.942	0.000	Valid
Y.4.5	0.782	17.169	0.000	Valid
Y.5.1	0.729	10.701	0.000	Valid
Y.5.2	0.639	7.894	0.000	Valid
Y.5.3	0.720	9.933	0.000	Valid
Y.5.4	0.662	8.133	0.000	Valid
Y.5.5	0.758	11.102	0.000	Valid
Y.6.1	0.817	17.517	0.000	Valid
Y.6.2	0.817	17.905	0.000	Valid
Y.6.3	0.780	14.889	0.000	Valid
Y.6.4	0.665	9.789	0.000	Valid
Y.6.5	0.631	8.677	0.000	Valid

Based on table 3, the estimation of all outer loading construct items has a P-value smaller than 0.05 or 5%. Thus, it can be said that all constructs which are 149 items are valid and convincing at the inner model. Next, we measure the convergent validity by looking at the score of Average Variance Extracted (AVE), with each construct presented in table 4.

Table 4. AVE Score

Variable	Average Variance Extracted (AVE)
Empowerment (X1)	0.610
Career Development (X2)	0.674
Quality of work-life (Y)	0.528

Composite Reliability

Composite reliability is used to measure the consistency of the construct (latent variable). The construct can be said as reliable if the score of the composite reliability > 0.7. The following

table is the score of composite reliability. It is shown in table 5.

Table 5. Composite Reliability

Variable	Composite Reliability
Empowerment (X1)	0.979
Career Development (X2)	0.983
Quality of work-life (Y)	0.971

Coefficient of Determination

The contribution score of the independent variable (exogenous) to the dependent variable (endogenous) can be seen from the estimation results of the R^2 statistic presented in table 6.

Table 6. The Estimation of R^2

Endogenous Variable	R^2
Quality of work-life (R1)	0.346
Career Development (R2)	0.414

Based on the R^2 score, it shows that the variations in Quality of Work-life (Y) can be explained by the empowerment variable (X1) and the Career Development variable (X2) by 34.6%. R^2 indicates that the variations in Career Development (X2) can be explained by the Empowerment variable (X1) of 41.4%.

Hypothesis Testing

The hypothesis testing is based on the testing of the path coefficient significance by using t-value which is estimated through bootstrapping. If P-value < 0.05 then the hypothesis can be accepted, or if t-value > 1.96 then the hypothesis can be accepted. The result is presented in table 7.

Table 7. Hypothesis Testing

Hypothesis	Original Sample	T-Statistic	P-value	Conclusion
1: The empowerment provides a direct and positive influence on career development.	0.644	8.274	0.000	Accepted
2: The empowerment provides a direct and positive influence on the employees' quality of work-life.	0.303	2.612	0.009	Accepted
3: The Career development provides a direct and positive influence on the quality of work-life.	0.345	2.615	0.009	Accepted
4: The empowerment indirectly affects the quality of work-life through career development.	0.222	2.709	0.007	Accepted

Discussion

Table 7 explained that the variable of the empowerment on career development has a p-value of 0.000 < 0.05 with the original sample score of 0.644. It can be said that the original sample that measured the influence of empowerment on career development is significant. The original sample of 0.644 shows that empowerment has a positive influence on career development. With that, hypothesis number 1 that stated empowerment has a direct and positive influence on career development can be accepted. These findings support the research done by Mabekoje et al., (2017), where the dimension of empowerment is significantly and positively correlated with career. Heidari et al., (2013) also agreed that the impact of empowered employees will result in better individuals. According to Okurame (2012), the policy of career development can produce the strong feeling from the psychological contract between the employees of the organisation, especially when the policies of career development are a precious initiative for the employees to improve and grow their career. It also matches the career policy in Reasuransi Indonesia Utama (Persero) that the Management provides equal opportunities to each employee for getting the job and promotion.

The variable of the empowerment on quality of work-life has a p value of 0.009 < 0.05 with the score the original sample around 0.303. It can be said that the original sample that measured the influence of empowerment on quality of work-life is significant. The original sample of 0.303 shows that empowerment provides a positive influence on the quality of work-life. Thus, hypothesis number 2 stating that empowerment has a direct and positive influence on the quality of work-life can be accepted. These findings support the research done by Zmani (2016), that the empowerment has a positive and significant effect on the employees' quality of work-life. It also supported by the research of Mukwakungu et al., (2018), which explained, based on the literature study, that the employees' empowerment has a positive impact on the

improvement of the organisation's quality and effectiveness. Busara (2016) also stated that employee empowerment is recognised as the main key to build trust between the organisation's members, which improves the performance level. Sari et al., (2019), also emphasises that satisfied employees are empowered employees. It also matches with Reasuransi Indonesia Utama (Persero) ethics which support their employees by providing training for the employees to improve their skill and performance.

The variable of the career development on the quality of work-life has a p value of 0.009 < 0.05 with the original sample score around 0.345. It can be said that the original sample that measured the influence of career development on the quality of work-life is significant. The original sample score of 0.345 shows that empowerment has a positive influence on the quality of work-life. With that, hypothesis number 3 that stated career development provides a direct and positive influence on the quality of work-life can be accepted. This result supports the research result that done by Sari et al., (2019), which explained that a high-quality of work-life can be achieved if the employee has the opportunity to grow (career development). It matches the Reasuransi Indonesia Utama (Persero) ethics and that is to provide equal opportunities to each employee so it will be fair for all employees to grow their careers. It also supported by the policy of PT. Reasuransi Indonesia Utama in creating a work environment that is free from any conflict of interest and conducive to improving productivity, innovation, and creativity. Besides that, Re fashion their company as the only high-quality place for every employee to be creative for the sake of the company and its employees.

The indirect influence of empowerment on quality of work-life through career development has a p-value of 0.007 < 0.05 with the original sample of 0.222. It can be said that the original sample that measured the indirect influence of the empowerment on quality of work-life through career development is significant. The original sample of 0.222 shows that empowerment indirectly affects the quality of work-life through career development. With that, hypothesis number 4 which stated that the empowerment indirectly affects the quality of work-life through career development can be accepted. This research supports several different researches including the research that was done by Mabekoje et al., (2017), which proved that the dimension of empowerment is significantly and positively correlated with career commitment. It also supports Sari et al., (2019), which explained that a high-quality of work-life can be achieved if the employee has the opportunity to grow (career development). Thus, the originality of this research is to be able to prove that empowerment indirectly affects the quality of work-life through career development.

Conclusion

Based on the results of the Partial Least Square (PLS) analysis on the calculation of the coefficient X1 to X2 which can be seen from the original sample and p-value shows that empowerment provides a direct and positive influence on career development. It also shows

that the empowerment that has been instituted by PT. Reasuransi Indonesia Utama (Persero) can improve its employee's career development. Also, the empowerment of career development has a higher coefficient score of 0.644. It shows that the empowerment done by PT. Reinsurance Indonesia Utama (Persero) has great potential for improving the employees' career development.

Calculation of coefficient X1 to Y which can be seen from the original sample value and p-value shows that empowerment provides a direct and positive influence on the quality of work-life. It also shows that the empowerment that has been achieved by PT. Reinsurance Indonesia Utama (Persero) can improve their employees' quality of work-life.

Based on the calculation of the coefficient X2 to Y which can be seen from the score of the original sample and p-value, it shows that career development provides a direct and positive influence on the quality of employees' work-life. It also shows that having more space for career development will improve the quality of work-life. Other than that, the score of the original sample and p-value also shows that empowerment has indirectly affected the quality of employees' work through career development. The direct effect of career development on the quality of work-life is higher than the indirect effect of empowerment on the quality of work-life through career development

Recommendation

The result stated that the effect of empowerment on career development has the greatest coefficient so it should be the main focus for the company to provide equal opportunities for every employee to progress and grow.

For the company, empowerment can be a system for the employees' development and also a stimulus in improving work performance. As for employees, empowerment will provide more opportunities for employees to improve their creative skills as well as improving their work. Thus, empowerment is beneficial for the company and increases the employees' motivation to perform better.

The quality of work-life is important for the employees, so the management needs to ensure that all employees in the company are happy with their job so eventually it will improve their quality of work-life as well as improve their performance. Therefore, monitoring and evaluation are the most important factors for an organisation to implement good HR practice and policy, and effectively implement it to improve the employee's quality of work-life.

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