



The Interrelationship between Quality of Work Life, Achievement Motivation, Emotional Exhaustion, In-Role Performance, and Intention to Leave

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Abstract

Quality of work life is increasingly critical as organizations strive to improve the retention rates of highly qualified personnel. This study examines achievement motivation and emotional exhaustion as direct outcomes of quality of work life. Additionally, it investigates in-role performance and intention to leave as terminal variables. Unlike prior studies that focused solely on positively connoted variables, this research incorporates variables with both positive and negative connotations. Two hundred twenty-six full-time Indonesian employees, selected through purposive sampling, participated in this research. Exploratory factor analysis with varimax rotation assessed instrument validity, revealing that only one item related to emotional stability was invalid. All variables demonstrated strong reliability based on Cronbach's alpha coefficients. The hypotheses were analyzed using partial least squares. The investigation yields several key findings. First, quality of work life positively influences achievement motivation and negatively impacts emotional exhaustion. Second, achievement motivation positively affects in-role performance but does not influence intention to leave. Third, emotional exhaustion adversely impacts in-role performance and positively influences intention to leave. In conclusion, this research supports most hypotheses, stressing the importance of quality of work life in enhancing workers' achievement motivation and reducing their intention to leave.

Keywords: *Quality of Work Life, Emotional Exhaustion, Achievement Motivation, Intention to Leave, In-Role Performance*