



The effects of work life quality, organizational support, and organizational justice on intent to stay with the organization, with job satisfaction as a mediating variable

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Article info

Article history:

Submitted [09-04-2026]

Revised [03-05-2026]

Accepted [11-05-2026]

Keywords:

Quality of work life
Organizational support
Organizational justice
Job satisfaction
Intention to stay

Abstract

This study aims to analyze the effect of Quality of Work Life (QWL), Perceived Organizational Support (POS), and Organizational Justice (OJ) on Intention to Stay (IS) with Job Satisfaction (JS) as a mediating variable among casual daily workers at the Center for Teaching Materials (PLBA), Open University. The research method used a quantitative approach with an explanatory research design. The sample consisted of 121 respondents selected through simple random sampling technique. Data analysis employed SEM-PLS with SmartPLS 3.0. The results showed: (1) QWL and OJ had a positive and significant effect on JS, while POS had no significant effect; (2) JS had a positive and significant effect on IS and was the strongest predictor; (3) Not all exogenous variables had a direct effect on IS; (4) JS acted as a full mediator in the relationship between OJ and IS. The adjusted R² value of 0.732 for IS indicates that the model has strong predictive ability. These findings confirm that job satisfaction is the key to increasing the intention to stay among casual daily workers. Practically, PLBA management needs to strengthen organizational justice, improve quality of work life, and build a culture of appreciation to foster job satisfaction and long-term loyalty.

Introduction

Employee retention has become a central and crucial issue for the sustainability and stability of organizational performance globally, especially in the service sector and higher education institutions (Tavárez de Henríquez & Domínguez Valerio, 2023). In the fierce competition to retain the operational workforce, the organization's ability to understand the determining factors of intention to stay is a key prerequisite to avoid service disruptions that have a fatal impact on institutional productivity (Hofmann & Strobel, 2020). The academic services sector in developing countries, such as Indonesia, is vulnerable to higher turnover rates due to its job characteristics that often offer limited promotional opportunities and suboptimal compensation systems.

This phenomenon of retention vulnerability is clearly faced by the Teaching Material Service Center (PLBA) of the Open University, which has an essential dependence on workers with the status of Freelance Daily Workers (THL) with a Fixed-Time Work Agreement (PKWT) to support the distribution of remote teaching materials. At the peak of academic registration, the involvement of THL personnel swelled to represent 86.2% of the organization's total active employees. Interestingly, although THL workers in PLBA have to work in exhausting physical conditions of warehousing, long working hours, and faced with structural barriers to promotion opportunities due to age and education regulations, internal data actually shows a surge in their willingness to survive from 14% to 96% in recent periods. The high persistence of workers with non-permanent status in the midst of these stressful working conditions presents unique research problems and phenomena that are urgent to be investigated empirically.

Although the positive relationship between Quality of Work Life (QWL), Perceived Organizational Support (POS), Organizational Justice (OJ), and Job Satisfaction on Intention to Stay has been widely verified, this study highlights a fundamental research gap. First, previous empirical discourses still show inconsistencies regarding the strength of the mechanism of direct influence compared to the indirect influence of these variables. Second, the majority of previous research has focused on white-collar or

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permanent workers. In fact, the decision to stick with contract or non-permanent workers (such as THL) is influenced by much more complex dynamics related to job stability, compensation eligibility, managerial support, and procedural fairness in challenging physical environments (Pathman et al., 2025). Third, there is no precise understanding of whether job satisfaction is really able to take on the role of full mediator in this vulnerable group, where the consideration of survival is often supported by social solidarity among fellow workers even though financial appreciation is not optimal.

The position of this research is in an effort to fill the scientific gap by providing a more holistic and contextual theoretical and empirical explanation of the formation of retention in the operational work sector of higher education. Based on the formulation of these theoretical problems and gaps, the purpose of this study is to empirically analyze the influence of the elements of Quality of Work Life (QWL), Perceived Organizational Support (POS), and Organizational Justice (OJ) on Intention to Stay (IS) in THL workers at PLBA Open University, both through direct and indirect influences by placing Job Satisfaction (JS) as an intervening variable. The tracing of the pattern of relationships between these variables is expected not only to enrich the scientific treasure of contemporary organizational behavior, but also to become the foundation for the formulation of adaptive human resource management strategies.

Hypothesis Development

The Relationship between Quality of Work Life (QWL), Job Satisfaction, and Intention to Stay Recent research proves that Quality of Work Life (QWL) which ensures work-life balance and workload fairness significantly increases job satisfaction and binds employee retention (Hasebrook et al., 2023; Straub-Bruce, 2025). Based on this theoretical synthesis, the hypotheses for this variable are formulated as follows:

H1: Quality of Work Life (QWL) has a positive direct effect on Job Satisfaction (JS)

H4: Quality of Work Life (QWL) has a positive direct effect on Intention to Stay (IS)

H7: Quality of Work Life (QWL) has a positive indirect effect on Intention to Stay (IS) through Job Satisfaction (JS)

The Relationship between Perceived Organizational Support (POS), Job Satisfaction, and Intention to Stay Perceived Organizational Support (POS) has been crucially proven to have a determinant effect on employees' desire to stay in the organization, especially if the organization is able to meet the expectations of the employee's psychological contract and is mediated by Job Satisfaction (JS) (Gathmyr et al., 2025; Park et al., 2025). Additionally, Moshood et al. (2023) highlight that organizational fitness elements, which inherently include perceived support from the organization, play a critical role in fostering employee commitment and significantly solidifying their intention to stay. Based on this synthesis, the hypotheses for this variable are formulated as follows:

H2: Perceived Organizational Support (POS) has a positive direct effect on Job Satisfaction (JS)

H5: Perceived Organizational Support (POS) has a positive direct effect on Intention to Stay (IS)

H8: Perceived Organizational Support (POS) has a positive indirect effect on Intention to Stay (IS) through Job Satisfaction (JS)

The Relationship between Organizational Justice (OJ), Job Satisfaction, and Intention to Stay" "From the dimension of equity, the mechanism of Organizational Justice (OJ) both distributive and procedural greatly influences commitment and is able to form retention intentions through the growth of a sense of psychological security (Babae & Shank, 2025; Vong et al., 2025). Furthermore, a recent study by Drew et al. (2025) emphasizes that organizational justice functions as a critical job resource that can offset job demand stress and is strongly associated with a reduction in employee turnover intentions. Based on this theoretical synthesis, the hypotheses for this variable are formulated as follows:

H3: Organizational Justice (OJ) has a positive direct effect on Job Satisfaction (JS)

H6: Organizational Justice (OJ) has a positive direct effect on Intention to Stay (IS)

H9: Organizational Justice (OJ) has a positive indirect effect on Intention to Stay (IS) through Job Satisfaction (JS)

The Relationship between Job Satisfaction (JS) and Intention to Stay Job satisfaction (JS) plays a central role and is the most significant predictor that bridges the influence of the organizational climate into long-term loyalty decisions (Ntjikelane et al., 2025; Olgun & Thapa, 2025). Job satisfaction translates the organizational climate into a definitive decision to stay afloat (Ntjikelane et al., 2025). Thus, the hypothesis is formulated as follows:

The Relationship between Job Satisfaction (JS) and Intention to Stay Job satisfaction (JS) plays a central role and is the most significant predictor that bridges the influence of the organizational climate into long-term loyalty decisions (Ntjikelane et al., 2025; Olgun & Thapa, 2025). Recent findings by Gregoriou et al. (2025) further assert that employee job satisfaction is one of the most defining factors of

overall organizational effectiveness, leading directly to reduced turnover and better service quality. Job satisfaction translates the organizational climate into a definitive decision to stay afloat (Ntjikelane et al., 2025). Thus, the hypothesis is formulated as follows:

H10: Job Satisfaction (JS) has a positive direct effect on Intention to Stay (IS)

The theoretical framework of this study is based on a synthesis of various relevant theories and prior research. This study integrates key concepts to explain the relationships among the variables that influence the intention of casual daily workers (THL) to continue working at the Open University's Teaching Materials Service Center (PLBA).

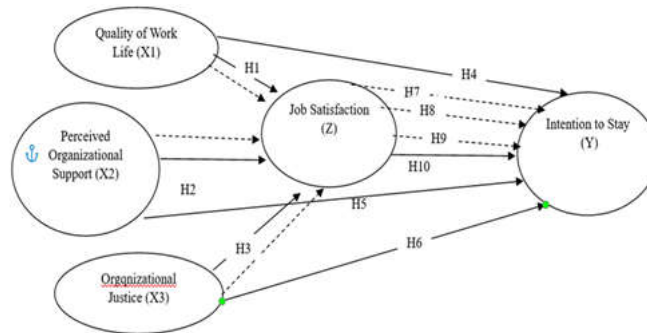


Figure 1. Conceptual Framework

Research Methods

This study uses a quantitative approach with an explanatory research design that aims to test the cause-and-effect relationship between variables through hypothesis testing (Özkan, 2022; Williams, 2007). The analysis method used is Partial Least Squares Structural Equation Modeling (PLS-SEM) because of its ability to test mediation models with a small sample size (Hair et al., 2022). This study involved three types of variables.

Exogenous variable: Quality of Work Life (QWL), with three indicators: a hygienic and safe work environment, social integration or collaboration at work, and social relevance. Perceived Organizational Support (POS) with six indicators, including: Organizational treatment, Consideration of life demands, Recognition of performance, Provision of opportunities to apologize, Concern for employee satisfaction, and Employees' values and goals. Organizational Justice (OJ) with four indicators, namely: Distributive Justice, Justice regarding the allocation of outcomes and resources; Procedural Justice: Justice in the processes and methods used to determine outcomes; Interactional Justice: The quality of interpersonal treatment and communication, encompassing interpersonal and informational justice; and Spatial Justice: Fairness based on space, location, or position, involving geographically equitable distribution.

Mediating variable: Job Satisfaction (JS) with three indicators: work that aligns with personal aspirations, success through planning and measurable outcomes, and system efficiency and control. **Endogenous variable:** Intention to Stay (IS) with four indicators, namely: a strong desire to remain loyal and enthusiastic about work; not easily tempted to move to another organization; contributing to improving organizational efficiency; and reducing the risk of employee turnover.

The research population is all Freelance Daily Workers (THL) at the Teaching Material Service Center (PLBA) of the Open University which totals 160 people. The sample selection in this study was conducted using simple random sampling to ensure that every member of the population had an equal chance of being selected as a respondent, without any bias resulting from the researcher's subjectivity. The use of this probability sampling approach aims to enhance the external validity and reliability of the data, so that the 121 samples selected using the Harry King Nomogram can accurately represent the characteristics of the casual daily laborer (THL) population and support a stronger generalization of the research findings. The determination of the sample size was using the Harry King Nomogram with a confidence level of 95%, resulting in a sample of 121 respondents. Sampling technique using simple random sampling. The sample for this study was selected using simple random sampling to ensure objectivity in the selection of respondents. This method was chosen because it gives every member of the population an equal chance of being selected, regardless of specific strata, thereby minimizing bias in data collection. The use of this probability sampling approach is crucial to ensure that the sample used is truly representative of the population's characteristics, so that the results of hypothesis testing using the Structural Equation Modeling (SEM-PLS) method possess strong internal and external validity. Data

collection is carried out through an online questionnaire distributed through Google Forms at the address https://sl.ut.ac.id/Angket_NiatbertahandiPUSLABA through the WhatsApp group of THL workers was active from January to March 2025.

This study uses Structural Equation Modeling - Partial Least Square (SEM-PLS) with SmartPLS 3.0 software. Data analysis is carried out through two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model) (Hair et al., 2022).

A measurement model evaluation was conducted to ensure that the research instrument possessed adequate levels of validity and reliability prior to hypothesis testing. The criteria for testing the outer model in this study focus on two main aspects of validity, namely:

Convergent Validity

Convergent validity measures the extent to which indicators within a single construct are strongly correlated with one another. The criteria used include: Factor Loadings: The ideal factor loading value is set at ≥ 0.70 , as per Chin & Dibbern (2010). However, a value of ≥ 0.60 is still considered sufficient (Wiyono, 2020), and a value of ≥ 0.50 is still acceptable in developmental research (Haryono, 2016). Average Variance Extracted (AVE): A latent construct must be able to explain at least 50% of the variance of its indicators, so the required AVE value is ≥ 0.50 .

Discriminant Validity

Discriminant validity aims to ensure that a construct is empirically distinct from other constructs in the model. The testing criteria include: Cross-Loading: The correlation coefficient of an indicator with its own latent construct must be greater than the correlation coefficient of that indicator with other latent constructs. Fornell-Larcker Criteria: Discriminant validity is considered met if the square root of the AVE (AVE) for each construct is greater than the correlation coefficient of that construct with other constructs in the model. The use of these criteria is crucial in the SEM-PLS method to ensure that each reflective indicator truly and accurately represents the latent variables being measured (such as QWL, POS, OJ, JS, and IS) before proceeding to the structural model analysis stage (inner model).

Reliability testing is conducted to measure the level of reliability or internal consistency of a research instrument; a questionnaire is considered reliable if respondents' answers to the statements are consistent or stable over time. In this Structural Equation Modeling (SEM-PLS) model, reliability is evaluated using two main parameters: Cronbach's Alpha (CA) and Composite Reliability (CR).

Data Stability: The recommended threshold for determining that a variable has good reliability is ≥ 0.70 for both parameters. The indicators for each variable demonstrate high internal consistency in measuring their latent constructs, making the data highly suitable for use in subsequent structural equation modeling analyses. High Internal Consistency: Cronbach's alpha values ranging from 0.799 to 0.922 indicate that the items in the questionnaire are highly correlated in measuring the same latent variable. Composite Reliability: Composite Reliability values ranging from 0.882 to 0.944 confirm a high level of measurement accuracy, exceeding even the minimum standards required by experts.

Structural Model Analysis (Inner Model) involves testing hypotheses regarding the relationships between research variables. A multicollinearity test (collinearity statistics) is conducted to ensure there is no extremely high correlation among the independent variables that could interfere with model estimation. The metric used is the Variance Inflation Factor (VIF). If the VIF value is greater than 5.00, then there is a multicollinearity issue. An R-Square (R^2) analysis is conducted to determine how well the latent independent variables in the model explain the variability of the latent dependent variable. The R^2 value indicates the overall predictive power of the model. The R^2 value ranges from 0 to 1, where a higher value indicates a better model in explaining variance. categorize an R^2 value of 0.75 as substantial (strong), 0.50 as moderate (medium), and 0.25 as weak.

The SRMR (Standardized Root Mean Square Residual) value is used to assess the overall validity of the research model or its goodness of fit. Based on the criteria established, a research model is considered to have a good fit or to align well with the field data if its SRMR value is ≤ 0.10 . A low SRMR value indicates that the model has small residual errors, so the model is considered valid for explaining the phenomenon under study.

Results and Discussion

Table 1. Respondent Characteristics

No	Characteristics of Respondents	Quantity	Percentage
1	Gender		
	Men	55	45%
	Women	66	55%
2	Age		
	<20 year	12	10%
	21 – 35 year	93	77.5%
	36 – 50 year	15	12.%
	> 50 year	1	0.83%
3	Education		
	SMP	1	0.83%
	SMA/SMK	75	62.5%
	Diploma 3	4	3.33%
	Diploma 4 / S1	41	34.1%
4	Length of work		
	< 1 Year	24	20%
	1 – 5 Year	75	62.5%
	6 – 10 Year	13	10.8%
5	Marital status		
	Unmarried	82	68.3%
	Married	35	29.1%
	Ever married	4	3.33%
6	Number of dependents at home		
	0 people (self)	68	56.6%
	1 People (wives)	7	5.83%
	2 People (wife + 1 child)	12	10%
	3 People (wife + 2 children)	11	9.16%
	4 People (wife + 3 children)	10	8.33%
	> 4 people	13	10.8%
7	Mileage		
	< 1 km	38	31.6%
	2- 5 km	48	40%
	6-10 km	21	17.3%
	> 10 km	14	11.6%
8	Amount of billing per month		
	Rp. 0 - Rp. 2.000.000,-	45	37.5%
	Rp. 2.000.001 – Rp. 3.500.000,-	53	44.1%
	Rp. 3.500.001 – Rp. 5.000.000,-	23	19.1%

Based on table 1, an analysis of 121 respondents reveals a productive workforce with stable retention potential. The gender composition is balanced (55% women; 45% men), indicating equal employment opportunities in the educational services sector. The majority of respondents (77.5%) fall within the productive age group of 21–35 years (Millennials and Gen Z), who possess the optimal physical and mental capacity to handle the demanding operational workload of educational material distribution. In terms of qualifications, although the workforce is dominated by high school/vocational school graduates (62.5%), there is a significant proportion of bachelor's degree or Diploma IV graduates (34.1%), indicating the organization's ability to attract skilled workers to support both administrative and technical tasks.

Workforce stability is evident in the 62.5% of respondents who have been employed for 1–5 years, forming a core group that understands the institution's operational rhythm. This commitment to staying is supported geographically by workplace accessibility, as 71.6% of respondents reside within a 5-kilometer radius, thereby minimizing transportation costs and travel fatigue. Economically, the monthly expenses of the majority of respondents (44.1%) fall within the range of Rp 2,000,001 to Rp 3,500,000. This expenditure data serves as a crucial indicator for management in evaluating compensation policies aligned with minimum living needs to maintain employee job satisfaction levels.

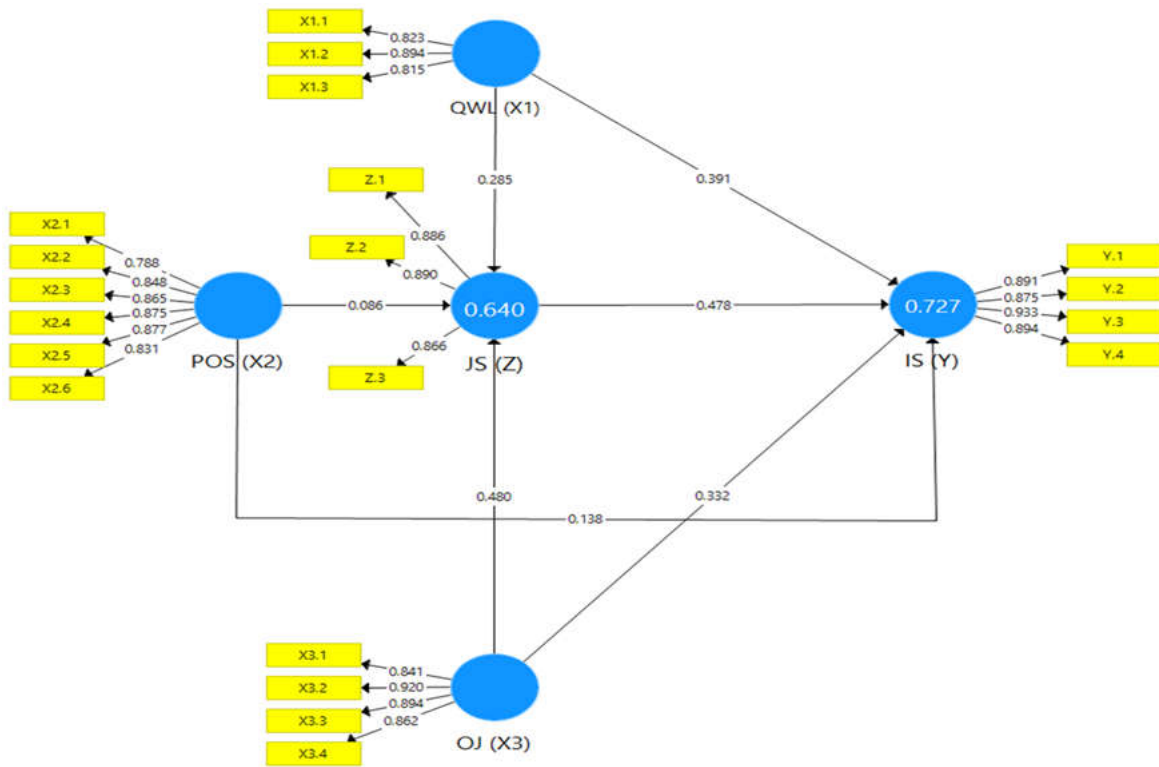


Figure 1. Graphical Output Calculation

Figure 1 represents the statistical estimates or computational output from the SmartPLS software. Serves as empirical evidence that the proposed model fits the field data. This visualization clarifies the occurrence of full mediation by the Organizational Justice (OJ) variable on Intent to Stay (IS) through Job Satisfaction (JS), which is a crucial finding in human resource management at the PLBA unit of the Open University. Exogenous (Independent) Variables: Consisting of Quality of Work Life (QWL/X1), Perceived Organizational Support (POS/X2), and Organizational Justice (OJ/X3). Mediating Variable: Job Satisfaction (JS/Z), which acts as a bridge between the influence of exogenous variables and the final outcome. Variabel Endogen (Dependen): Variabel fokus utama dalam penelitian ini, yaitu Niat Bertahan (Intention to Stay/IS/Y). The QWL (X1.1–X1.3), POS (X2.1–X2.6), and OJ (X3.1–X3.4) indicators serve as independent variables. The JS (Z.1–Z.3) and IS (Y.1–Y.4) indicators serve as dependent variables. In the figure, all indicators have values ≥ 0.70 , which visually confirms that the research instrument has excellent convergent validity in measuring each construct. This Figure also intended to provide a comprehensive visualization of the results of the estimation of causal relationships among variables and the validity of their measurement indicators simultaneously. This aims to visually demonstrate that all indicators used (a total of 20 indicators) have values above the 0.70 threshold, meaning each indicator is able to reflect its latent construct (such as QWL, POS, OJ, JS, and IS) very strongly. In the structural model, the figure displays coefficient values on the arrows connecting latent variables, indicating the direction and strength of the causal relationships. For example, the value of 0.478 on the path from Job Satisfaction (JS) to Intent to Stay (IS) visually confirms that JS is the strongest predictor in this model. Based on the figure, the research model demonstrates strong predictive power, with an adjusted R-squared value of 0.732 for the intention to stay variable. Furthermore, the figure illustrates the role of Job Satisfaction (JS) as an intervening variable that mediates the effect of Organizational Justice (OJ) on Intent to Stay (IS), thereby revealing the full mediation process occurring within the human resource management system at the PLBA unit of the Open University.

Tabel 2. Results of Outer Loading Convergent Validity Test

Instrument	IS (Y)	JS (Z)	OJ (X3)	POS (X2)	QWL (X1)	Remarks
Y.1	0,891					Valid
Y.2	0,875					Valid
Y.3	0,933					Valid
Y.4	0,894					Valid
Z.1		0,886				Valid
Z.2		0,890				Valid
Z.3		0,866				Valid
X3.1			0,841			Valid
X3.2			0,920			Valid
X3.3			0,894			Valid
X3.4			0,862			Valid
X2.1				0,788		Valid
X2.2				0,848		Valid
X2.3				0,865		Valid
X2.4				0,875		Valid
X2.5				0,877		Valid
X2.6				0,831		Valid
X1.1					0,823	Valid
X1.2					0,894	Valid
X1.3					0,815	Valid

The results of this test showed that all indicators in each research variable had a loading factor value of ≥ 0.70 . This indicates that each indicator is able to measure its latent construct well and has a strong correlation with the variables being measured. Thus, all indicators are declared valid and can be used for further analysis.

Table 3. Average Variance Extraxted (AVE) Test Results

Variabel	Average Variance Extracted (AVE)	Remarks
Quality of Work Life (QWL)	0,713	Valid
Perceived Organizational Support (POS)	0,719	Valid
Organizational Justice (OJ)	0,774	Valid
Job Satisfaction (JS)	0,775	Valid
Intention to Stay (IS)	0,808	Valid

These results confirm that all variables have good convergent validity, since each construct is able to explain more than 50% of the variance of its indicators.

Table 4. Results of the Discriminant Validity Test (Fornell-Larcker Criteria)

Variabel	IS	JS	OJ	POS	QWL
IS	0,899				
JS	0,736	0,880			
OJ	0,598	0,576	0,880		
POS	0,618	0,630	0,756	0,848	
QWL	0,570	0,636	0,521	0,577	0,845

The results show that the total value of \sqrt{AVE} is greater than the correlation value between the constructs concerned. These results confirm that all constructs in this study have good discriminant validity based on the Fomell-Larcker criteria.

Table 5. Cross Loading Value of Discriminant Validity Test

Indicator	Intention to Stay (Y)	Job Satisfaction (Z)	Organizational Justice (X3)	Perceived Organizational Support (X2)	Quality of Work Life (X1)	Remarks	Indicator
Y.1	0,891	0,706	0,682	0,681	0,691	Valid	Y.1
Y.2	0,875	0,675	0,650	0,666	0,640	Valid	Y.2
Y.3	0,933	0,747	0,724	0,649	0,707	Valid	Y.3

Indicator	Intention to Stay (Y)	Job Satisfaction (Z)	Organizational Justice (X3)	Perceived Organizational Support (X2)	Quality of Work Life (X1)	Remarks	Indicator
Y.4	0,894	0,800	0,688	0,658	0,723	Valid	Y.4
Z.1	0,762	0,886	0,636	0,550	0,636	Valid	Z.1
Z.2	0,707	0,890	0,632	0,609	0,614	Valid	Z.2
Z.3	0,689	0,866	0,791	0,752	0,703	Valid	Z.3
X3.1	0,547	0,567	0,841	0,730	0,716	Valid	X3.1
X3.2	0,728	0,791	0,920	0,753	0,720	Valid	X3.2
X3.3	0,703	0,717	0,894	0,677	0,687	Valid	X3.3
X3.4	0,688	0,651	0,862	0,852	0,722	Valid	X3.4
X2.1	0,543	0,473	0,638	0,788	0,669	Valid	X2.1
X2.2	0,598	0,622	0,669	0,848	0,676	Valid	X2.2
X2.3	0,568	0,539	0,662	0,865	0,691	Valid	X2.3
X2.4	0,670	0,696	0,814	0,875	0,698	Valid	X2.4
X2.5	0,620	0,581	0,680	0,877	0,655	Valid	X2.5
X2.6	0,718	0,726	0,830	0,831	0,733	Valid	X2.6
X1.1	0,614	0,608	0,638	0,719	0,823	Valid	X1.1
X1.2	0,703	0,664	0,754	0,753	0,894	Valid	X1.2
X1.3	0,630	0,604	0,644	0,582	0,815	Valid	X1.3

All indicators have a higher correlation value with their own construct (marked with a bolded number) compared to the correlation value of other constructs. These results confirm that all indicators have good discriminant validity.

Tabel 6. Heterotrait-Monotrait Ratio (HTMT)

Variabel	IS (Y)	JS (Z)	OJ (X3)	POS (X2)	QWL (X1)
Intention to Stay (Y)					
Job Satisfaction (Z)	0,918				
Organizational Justice (X3)	0,831	0,878			
Perceived Organizational Support (X2)	0,794	0,802	0,928		
Quality of Work Life (X1)	0,896	0,894	0,950	0,943	

These findings indicate a potential problem of discriminant validity between the construct pairs, although theoretically they are closely related. This needs to be a concern in the interpretation of the results, especially regarding the uniqueness of the dimensions of each construct.

Table 7. Reliability Test Results

Variabel	Cronbach's Alpha (CA)	Composite Reliability (CR)	Remarks
Intention to Stay (IS)	0,921	0,944	Reliabel
Job Satisfaction (JS)	0,855	0,912	Reliabel
Organizational Justice (OJ)	0,902	0,932	Reliabel
Perceived Organizational Support (POS)	0,922	0,939	Reliabel
Quality of Work Life (QWL)	0,799	0,882	Reliabel

These results show that all research instruments have good reliability, which means that the indicators in each variable have high internal consistency in measuring their latent constructs.

Tabel 8. Collinearity Statistic (VIF)

Variabel	IS (Y)	JS (Z)
Job Satisfaction (Z)	2,846	
Organizational Justice (X3)	4,920	4,265
Perceived Organizational Support (X2)	4,406	4,385
Quality of Work Life (X1)	3,636	3,405

All VIF values between variables are below 5.00. Thus, it can be concluded that there is no problem of multicollinearity between independent variables in this research model.

Table 9. R-Square and R-Square adjusted test results

Variabel	R-Square	R-Square Adjusted	Category
Job Satisfaction (Z)	0,740	0,718	Moderat
Intention to Stay (Y)	0,760	0,732	Kuat

The *R-Square* value shows that the *Job Satisfaction* variable has a value of 0.740 and *Intention to Stay* of 0.760. Based on the R-Square interpretation criteria according to the value falls into the strong category, which shows that the research model has a high ability to explain variations in endogenous variables.

Tabel 10. Hasil Uji Model Fit

Parameter	Rule of Thumb	Nilai Parameter	Remarks
SRMR	$\leq 0,10$	0,075	Fit
d ULS	$> 0,05$	1,195	-
d G	$> 0,05$	0,994	-
Chi-Square	-	614,233	-
NFI	Mendekati 1	0,755	Fit Enough

Based on the results of the model evaluation, the SRMR value of 0.075 indicates that the model has a good level of conformity because it is below the threshold of 0.10. In addition, an NFI value of 0.755 indicates that the model has a fit rate of 75.5% and can be categorized as quite fit. Thus, this research model is considered feasible and can be used for the analysis of the relationship between variables at a later stage.

Tabel 11. Hypothesis Test Results

Hipotesis	Relation	Coefficin	t-Statistics	p-value	Remarks
H1	QWL → JS	0,285	1,972	0,049	Significant
H2	POS → JS	0,086	0,520	0,603	Insignificant
H3	OJ → JS	0,480	3,494	0,001	Significant
H4	QWL → IS	0,255	1,834	0,067	Insignificant
H5	POS → IS	0,097	0,717	0,473	Insignificant
H6	OJ → IS	0,103	0,925	0,355	Insignificant
H7	QWL → JS → IS	0,136	1,935	0,053	Insignificant
H8	POS → JS → IS	0,041	0,514	0,607	Insignificant
H9	OJ → JS → IS	0,229	2,531	0,011	Significant (Full Mediation)
H10	JS → IS	0,478	5,079	0,000	Significant

Direct Effects of QWL on JS (H1)

The results of the study proved that Quality of Work Life (QWL) had a positive and significant effect on Job Satisfaction (JS) ($\beta = 0.285$; $p < 0.05$). These findings are in line with who place QWL as a key factor in shaping job satisfaction. The higher the quality of work life that employees feel, the higher their job satisfaction. These results are also supported by the research of and (Knezović & Neimarlija, 2023) who found that improvements in work design and quality of work life significantly increase job satisfaction.

Direct Influence of POS on JS (H2)

The results showed that Perceived Organizational Support (POS) had no significant effect on JS ($\beta = 0.086$; $p > 0.05$). Although classical organizational support theory assumes a strong positive correlation with satisfaction, these findings point to different dynamics in the field. This is supported by the latest literature that emphasizes that the perception of support from management or institutions is sometimes insufficient to build job satisfaction if it is not accompanied by the fulfillment of a basic psychological contract, strong interpersonal rewards, and procedural transparency (Park et al., 2025). This is also in line with the findings of Radigan et al. (2025), who highlight that organizational support which is merely formal and administrative—without being accompanied by genuine perceived leader concern and freedom for authentic self-expression—will fail to touch the emotional aspects of workers, thus having no significant impact on job satisfaction. In the context of PLBA, the organizational support felt has not been optimal interpersonally, so it has not been able to translate into direct job satisfaction.

Direct Influence of OJ on JS (H3)

The results of the study prove that Organizational Justice (OJ) has a positive and significant effect on JS ($\beta = 0.480$; $p < 0.01$). These findings reinforce the fundamental understanding (as from Adams, 1965) that organizational fairness is an absolute determinant of job satisfaction, which is now increasingly validated in the modern context. Contemporary organizational studies confirm that the perception of justice, both distributive justice (fairness of compensation), procedural justice (system transparency), and interpersonal justice is closely related to increased job satisfaction, trust, and belonging in an institution (Kim, 2025).

Direct Influence of QWL, POS, and OJ on IS (H4, H5, H6)

All three exogenous variables (QWL, POS, OJ) did not show a significant direct influence on Intention to Stay (IS). These findings indicate that these organizational factors do not directly drive employee retention intention, but rather work through psychological mechanisms such as job satisfaction. These results are in line with the research of Knezović & Neimarlija (Knezović & Neimarlija, 2023), which found that the influence of organizational fairness on retention intentions is often insignificant without the mediation of job satisfaction. Furthermore, this aligns with the postulate of Hasebrook et al. (Hasebrook et al., 2023), who assert that elements such as the quality of the work environment and administrative support often act merely as 'hygiene factors' that reduce dissatisfaction, but do not necessarily foster a proactive intention to stay unless accompanied by the development of intrinsic job satisfaction. From another perspective, Tetteh et al. (2020) demonstrated that while perceived organizational support generally aims to reduce turnover intention, its efficacy is often neutralized if the inherent job stress remains excessively high, which accurately reflects the strenuous physical workload faced by THL workers at PLBA.

The Role of JS Mediation (H7, H8, H9)

Job Satisfaction (JS) was shown to only mediate the relationship between OJ and IS (H9) with full mediation properties ($\beta = 0.229$; $p < 0.05$). This means that organizational fairness affects the intention to survive completely through increasing job satisfaction first. Rooted in the principles of Social Exchange Theory (Blau, 1964), these findings are fully supported by the latest empirical research that confirms that procedural and distributive justice triggers positive emotional responses and trust, which in turn transforms into a strong intention to maintain a working relationship with the organization (intention to stay) (Kim, 2025). In contrast, JS does not mediate the relationship between QWL and POS against IS, indicating that psychological mediation mechanisms in the workforce are not fixed complex and multi-layered.

The Role of JS Mediation (H7, H8, H9)

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Direct Influence of JS on IS (H10)

The results of the study proved that JS had a positive and significant effect on IS ($\beta = 0.478$; $p < 0.01$) and became the strongest predictor in the model. These findings not only reinforce Herzberg's two-factor theory postulate regarding work motivation, but are also in line with recent meta-analyses that consistently find that job satisfaction is a primary predictor of retention intent (Ntjikelane et al., 2025). Employees who are filled with job satisfaction (both intrinsically and extrinsically) will develop high emotional attachment and affective commitment, which acts as the main restraint of turnover intention (Ntjikelane et al., 2025). This dynamic reflects Herzberg's two-factor theory, indicating that while improving external hygiene factors (e.g., pay and policies) may be necessary to prevent dissatisfaction,

sustaining intrinsic motivators through meaningful work and recognition is equally vital to secure long-term employee engagement and intention to stay (Straub-Bruce, 2025).

Conclusion

This study produced comprehensive findings on the dynamics of retention of Freelance Daily Workers (THL) at the Teaching Material Service Center (PLBA) of the Open University, which proves that job satisfaction is the main and strongest predictor in influencing employees' intention to stay. Quality of Work Life and organizational justice have been shown to be positively and significantly able to increase job satisfaction, although both are not strong enough to directly encourage employee retention intentions. Meanwhile, perceived organizational support did not have a significant effect on both job satisfaction and employee retention intention, indicating that existing administrative support had not touched the emotional aspects that trigger loyalty. The most crucial finding in this study is the role of job satisfaction which acts as a full mediator on the relationship between organizational fairness and survival intention, but does not mediate the influence of the quality of work life or organizational support. This confirms that job satisfaction is an essential psychological bridge that can translate the perception of organizational fairness into a commitment to long-term retention.

Although this research makes a significant contribution, there are some limitations of the research that need to be noted. First, the testing of the conceptual framework did not produce significance on all hypothetical paths proposed, in particular the failure to prove the role of organizational support as a whole and the absence of the mediative effect of job satisfaction on the dimensions of quality of work life and organizational support. Second, this research relies heavily on a quantitative approach through questionnaire instruments, so it has limitations in exploring deep personal and emotional aspects related to how organizational support or a sense of justice is actually interpreted by vulnerable workers. Third, the very specific focus of research on non-permanent workers (THL) in the operational environment of distance education institutions (PLBA) causes the generalization of findings in other industries, different employment statuses, and external demographic characteristics to be quite limited and require further adaptation.

Based on these conclusions and limitations, implications for future research are suggested to extend this structural model by integrating other mediating variables such as organizational commitment, or moderation variables such as organizational culture and direct supervisor support. Researchers are also encouraged to use qualitative approaches or mixed-methods to capture workers' emotional nuances of the most valued forms of support, as well as to test similar models in various industry contexts to enrich empirical validity. Practically, the implication for PLBA management is the need to make job satisfaction a strategic priority for human resource management, one of which is by facilitating skill development and building a strong culture of appreciation. Management also urges to strengthen distributive justice through an objective performance appraisal system, as well as transform the form of organizational support from an administrative-formal one to a relational approach that is more empathetic, participatory, and concerned about the personal well-being of workers.

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