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The Effect of Work Life Quality on Job Satisfaction with Organizational Support as a Mediator Variable

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ABSTRACT

HR is beginning to focus more on workers' quality of life, particularly in the Islamic banking business, where service requirements and performance expectations are high. According to its Islamic goal, Bank Syariah Indonesia must create a caring environment that fosters employee health and happiness. Bank Syariah Indonesia employees in Bandar Lampung are examined for how quality of work life influences job satisfaction using perceived organizational support as a moderator. Structured surveys with five-point Likert scales yielded 130 valid responses. Data were analyzed using SEM-PLS, a partial least squares structural equation modeling approach. Data shows that work life quality boosts job satisfaction considerably. Organizational support mediates this relationship, suggesting that workers' feeling of value and employer support boost work-life balance's happiness impact. Good work-life balance, appropriate salary and benefits, competent leadership, and good job placement are all important, according to descriptive data. These findings suggest Islamic banking management should improve HR practices to promote morale and long-term productivity.

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INTRODUCTION

As the level of global competition continues to intensify, the quality of an organization's human resources has emerged as a crucial factor in determining the organization's capacity to remain competitive and to operate effectively. In spite of the fact that it has a sizable work population, Indonesia continues to struggle with issues that are associated with the relatively poor quality of its human resources. Because of this condition, it is essential for businesses to make consistent modifications to the processes that they use to manage their human resources. These actions are done in order to keep them strong, competitive, and adaptive without losing their ability to change. The quality of work life and the level of job satisfaction are, according to Yu et al. (2024), two of the most important factors that determine the effectiveness of human

resource management. Because they are closely related, these two concepts have a major influence on the extent to which employees demonstrate loyalty to their employers, their productivity, and their mental health. They have an immediate impact on significant fields, such as banking, in which skilled workers are necessary to cope with the dynamic demands brought about by the competitive environment. These problems do not only relate to one nation but also have immediate implications for a number of other significant regions.

Siagian et al. (2024) say that the quality of work life shows how well companies can meet their employees' professional and personal needs. This is also true for employees' personal lives. Among these requirements are the need for job security, opportunities for career advancement, a healthy balance between work and personal life, and fair compensation for contributions made. When it comes to the happiness and performance of workers while they are actually performing their jobs, the majority of people agree that it is essential to have a pleasant working environment that takes into consideration the factors mentioned. A high quality of work life is associated with the promotion of positive psychological states such as motivation, organizational loyalty, and a feeling of belonging, as stated by Yu et al. (2024). This is the conclusion that can be drawn from the findings of some researchers. In addition to this, it causes an increase in the amount of happiness that individuals experience in their jobs. A study conducted in 2020 by Tarigan and colleagues revealed that the quality of work life significantly contributes to the creation of a productive, stable, and enjoyable organizational environment for employees.

The Islamic banking industry in Indonesia has grown a lot at the same time that the national economy based on Islamic principles has grown. Islamic banks are supposed to go beyond the supply of financial services by contributing to inclusive and sustainable economic growth (Dhamija et al., 2019). This is because Islamic banks are financial entities that are governed by the ideals of justice, transparency, and social responsibility. In Bandar Lampung, one of the most important economic centers in the province of Lampung in Indonesia, there has been a steady rise in public interest in Islamic banking as an option that is based on religious and moral values. The quality of the people who work in an industry is directly related to how profitable and long-lasting it is. Employees working for Islamic banks are typically subjected to a significant amount of pressure, which may include the accomplishment of lofty performance goals, the rigorous observation of Sharia compliance, and extensive contact with clients. Islamic banks need to create a good and encouraging work environment more than regular banks do because they work in many different ways than regular banks do. Any business needs to keep its

employees engaged and working hard, but Islamic banks need to do this even more.

In the banking sector, where employees have a lot of work to do, tight deadlines, and high expectations for their work, it is even more important to keep a good balance between work and life. This is especially important when it comes to banking. So, to make sure the business does well, the workers need to be happy. When employers are happy, their employees work harder and more efficiently. They get more done because they work harder. They might also be able to keep a good balance between work and life. Dissatisfaction can increase stress at work, lower productivity, and cause people to look for work elsewhere (Aruldoss et al., 2021). Dhamija et al. (2019) say that the banking industry changes its rules from time to time and that clients' needs grow. This is especially true when it comes to banks. This could mean that employees have more work to do, which could make their work life even worse.

Employees of the Bank Syariah Indonesia (BSI) must satisfy the high performance standards, keep up to date with rapidly evolving technology, and keep up with the needs of the clients that get progressively complicated. They must keep doing this. Employees may feel even more stressed and unhappy at work and may consider leaving the company if there isn't a balanced blend between the company processes and the effectiveness of the employees' ability to balance work and life. They may feel stressed, unhappy at work and at home, and may even consider leaving the company. An imbalance may develop from pressures that aren't quite right. Algorithmic management can refer to the use of technology and artificial intelligence to manage a company. It has been observed to influence the wellness and well-being of company employees. The company must consider that this can affect the level of autonomy that the employees feel and the level of stress that the employees may feel at work. These things can also make work less fun. It's very important that this is happening when the organization doesn't have support. According to Eisenberger et al. (2019), when a company supports its employees, they feel valued and like the company cares about them. This is why support from the organization is so important.

This is a big problem according to Bank Syariah Indonesia. According to the annual report of the bank, the number of people who left BSI increased from 2.60% in 2021 to 4.57% in 2022, but reduced to 3.77% later in 2023. The figures are low compared to the average turnover rate of 12-14% of the national banking industry. It is expensive no matter how many employees leave as it costs a lot to recruit, train, and reduce productivity due to new employees being accustomed to the environment of the workplace (Aruldoss et al., 2021).

According to Zeng et al. (2024), employee turnover results in a loss of valued knowledge and skills of the employees. This will result in inefficiency. It may even cause the closure of the business. Another skill lost through employee turnover is skills latterly to the firm. Tarigan and colleagues' 2020 research emphasizes the importance of work life and organizational support in job satisfaction and the organization's long-term sustainability.

According to Abebe and Assemie (2023), according to the viewpoint of human resource management, the quality of work life is a crucial component that influences the well-being of employees as well as the overall performance of the broader business. According to Tarigan et al.'s research from 2020, it incorporates concepts such as equitable remuneration, a healthy balance between work and personal life, help from supervisors, a friendly work environment, and possibilities for professional growth. According to Bhende et al.'s 2020 research, previous studies have repeatedly proven that an ideal quality of work life increases job satisfaction, decreases staff turnover, and increases productivity. Nevertheless, despite the fact that the corpus of literature on the issue of job satisfaction and quality of life at work is rapidly increasing, there are still considerable study gaps that remain. The bulk of the research that has been conducted up to this point has focused primarily on their direct contact; However, it has not conducted an exhaustive investigation into the role that organizational support plays as a mediator, particularly in the context of Islamic banking in Indonesia.

Furthermore, it is possible that the results of research carried out in countries such as Ethiopia, India, or the United States do not significantly represent the distinctive institutional, cultural, and religious dynamics that shape the experiences of employees working in Islamic banks in Bandar Lampung. Therefore, the purpose of this research is to overcome this problem by exploring the link that exists between job satisfaction and work life, with organizational support as a mediator. This will be investigated by investigating how these variables link. The individuals participating in this research work at Bank Syariah Indonesia. This is situated in Bandar Lampung.

RESEARCH METHODE

Type of Research

This study uses the mediating concept to determine the direct and indirect effects of the independent variables on the dependent variable. This study uses the quantitative causal design to achieve the specified aim. This study uses the causal design to explain the cause-effect relationship that exists among the variables. This study should utilize the causal design. The choice of the

quantitative method was based on the need to carry out the collection of numerical information systematically. Next, the researcher would utilize the information to test their hypothesis and theories through the application of statistical analysis (Sekaran & Bougie, 2016). The research study uses the cross-sectional method to carry out the collection of information from the respondents. This method is very effective for the recording of impressions and the shift in the relationship among the specified period of time. The research project uses the precise statistical method to determine the suggested causes within the specified time constraints. This is done due to the regularity utilized in the entire study.

Population and Sample

This study examines employees of Bank Syariah Indonesia (BSI) at its Bandar Lampung branches and sub-branch offices, including KC Diponegoro, KCP Tanjung Karang, KCP Teluk Betung, KCP Kedaton, KCP Rajabasa, and KCP Antasari. The selection of Bank Syariah Indonesia employees is due to the distinct nature of Islamic banking. High performance, good customer service, and the ability to adapt to new technologies and rules are all things that this industry is known for. This study examines the employees of Bank Syariah Indonesia (BSI) at its Bandar Lampung branches and sub-branch offices, including KC Diponegoro, KCP Tanjung Karang, KCP Teluk Betung, KCP Kedaton, KCP Rajabasa, and KCP Antasari. The focus on BSI employees is because Islamic banking is different from other types of banking. This industry needs to be able to change with the times and improve its performance and customer service. BSI employees are a good group to study work life, organizational support, and job satisfaction because of how the company is set up.

The study focused on all 166 employees of BSI in the entire area of Bandar Lampung. The sampling technique used was stratified sampling based on the probability concept. This ensured the representation of the branch and sub-branch offices. The minimum required sample size of 117 participants with a 5% error margin was set by Sevilla et al. (1992). The above conclusion was reached using the formula of Slovin. Not less than 117 people bothered to respond to the survey. The sample size was adjusted upwards by 10%, and 130 people were selected to respond to the survey. The proportionate allocation method showed strata in relation to their populations (Sekaran & Bougie, 2016). This method was used to fairly divide up the branch respondents. Stratified random sampling was used to get a fair picture of branch and sub-branch offices. Sevilla et al. (1992) used the Slovin method to find the smallest sample size that would give them a 5% error. At least 117 people took the time to fill

out the survey. Ten percent more people, or 130, answered the survey. This got rid of questionnaires that weren't finished or weren't appropriate and took into account people who didn't answer. The proportionate allocation method showed strata that were in line with their populations (Sekaran & Bougie, 2016). This method splits branch respondents up evenly.

Data Sources and Data Collection Techniques

Sekaran and Bougie (2016) classified the data employed in this study as primary data. Primary data is data that the researcher obtained directly from original and first-hand sources. We got primary data by watching people, talking to them casually, and giving out standardized questionnaires to employees at Bank Syariah Indonesia's Bandar Lampung branch and sub-branch offices. Google Forms was used to send the surveys online so that data could be collected quickly, people could respond more easily, and more people would respond.

This study aims to examine three principal variables: the independent variable is the quality of work life, the dependent variable is job satisfaction, and the mediating variable is organizational support. Quality of work life refers to the capacity of employees to fulfill their personal needs through their employment while simultaneously contributing to the organization's objectives. This is based on the needs for survival, belonging, and knowledge (Tarigan et al., 2020). This skill helps employees help the company achieve its goals. Lan et al. (2019) contend that job satisfaction signifies employees' emotional assessments of their work, including both internal and external satisfaction factors. A unidimensional construct of perceived organizational support is employed to evaluate organizational support, reflecting employees' perceptions of the organization's care, gratitude, and recognition (Eisenberger et al., 2019). The data were collected using modified questionnaires based on the Likert scale, adapted from instruments employed in prior research (Sekaran & Bougie, 2016). Also, research was done at the library.

Definitions and Operationalization of Variables

The term "research variables" in research denotes characteristics or constructs delineated by the researcher for observation, measurement, and analysis to yield empirical data and facilitate valid conclusions. This study employs three distinct types of variables: an independent variable, a dependent variable, and a mediating variable. The independent variable is the quality of work life, which is the degree to which people can meet their own needs through their jobs while also meeting the needs of the organization (Tarigan et al., 2020). This is what the independent variable means. Job satisfaction is the dependent variable. It shows how people feel about their jobs and how happy

and fulfilled they are with their work (Lan et al., 2019). The organizational support system, which acts as the mediating variable, shows how the workers feel about the company valuing their work and caring about their health (Eisenberger et al., 2019).

Tarigan et al.'s 2020 study operationalizes the concept of quality of work life through three dimensions: the need for survival, the need for belonging, and the need for knowledge requirements. Lan et al. (2019) assert that two dimensions are employed to measure job satisfaction. These dimensions encompass internal job satisfaction and external job satisfaction. Eisenberger et al. (2019) assert that organizational support is a unidimensional construct, measured by perceived organizational support. Sekaran and Bougie (2016) say that a Likert scale is used to measure all variables, which makes it possible to do quantitative analysis. This scale is used to show how many people agree or disagree with each statement.

Research Instrument Testing

We tested the instruments to see if they were valid and reliable for measuring. Sekaran and Bougie (2016) say that validity evaluation checks to see if the questions on the questionnaire really measure the theoretical concepts being studied. This research project evaluated validity through convergent and discriminant validity methodologies. We used AVE and indicators loadings to see if the results were converging. The AVE method shows you how closely related different indicators are to the same idea. Indicators with loadings of 0.70 or higher worked well together. If the average variance extracted (AVE) was more than 0.50 and the composite reliability was more than 0.70 (Bagozzi & Yi, 1988; Hair et al., 2019), indicators with loadings between 0.50 and 0.70 were fine. SmartPLS 4 found that the model missed signals that didn't meet the criteria. The loading values for quality of work life, job satisfaction, and organizational support are correct because the AVE scores are 0.551, 0.514, and 0.569. These signs show that convergent validity is there.

We verified the discriminant validity of each construct to ensure it assessed a conceptually distinct reality. This research employed the Fornell-Larcker criterion and the HTMT method. The results satisfied the Fornell-Larcker criterion, as the square root of the AVE for each construct exceeded its correlations with other constructs. The HTMT values were between 0.584 and 0.616, which is much lower than the range that is acceptable, which is 0.85 to 0.90. Bagozzi and Yi (1988) assert that this exemplifies a significant degree of discriminant validity. We did a reliability analysis to see how consistent the measuring scales were. According to Sekaran and Bougie (2016) and Hair et al. (2019), all of the constructs had Cronbach's alpha and composite reliability

values that were higher than 0.70. This showed that the study was reliable. The values of Cronbach's alphas for job satisfaction, organizational support, and quality of work life were 0.925, 0.842, and 0.890, respectively. These numbers were in that order. The group's overall dependency rating was over 0.88. The results presented here show that the tools used to measure are reliable and correct when it comes to evaluating variables.

Data Analysis and Hypothesis Testing

Work life, organizational support, and job satisfaction were described statistically. The mean, standard deviation, minimum and maximum scores, and other central tendency and dispersion measures were calculated for each construct and dimension. Before inferential analyses, descriptive statistics provide initial insights (Hair et al., 2021). Pictures show data structure and distribution. One (strongly disagree) to five (strongly agree) Likert scale was used for all responses. For interpretation, mean scores were very low (1.00-1.80), low (1.81-2.60), moderate (2.61-3.40), high (3.41-4.20), and very high (4.21-5.00).

SmartPLS version 4 used PLS-SEM to test hypotheses. We chose this method because it can handle different data distribution assumptions and is strong enough to analyze complex structural models (Putra et al., 2024). Bootstrapping with 5,000 resamples yielded t-statistics and p-values for evaluating structural relationships (Hair et al., 2021). The hypothesis was supported when the t-statistic was 1.96 or higher, the p-value was 0.05 or lower, and the path coefficient was positive. The Sobel test (Sobel, 1982) showed that mediation was statistically significant when the Z-score was higher than 1.96. We looked at indirect effects to get a better idea of how the variables are related.

RESULT AND DISCUSSION

Data Collection Results and Respondent Characteristics

As part of this investigation, data collecting was carried out between the dates of October 20th and November 7th, 2025, using a questionnaire that was disseminated using Google Forms. The dissemination procedure was made easier by Bank Syariah Indonesia (BSI) KCP Rajabasa, which is also supported in the distribution of the survey link to BSI personnel located around the Bandar Lampung area. In order to facilitate successful coordination and communication, the researcher's previous internship experience at the unit served as a support system for this coordination and communication. In order to prepare for the possibility of incomplete or non-returned responses, we sent 130 questionnaires, which is more than the Slovin formula's minimum sample size of 117. Out of the total of 130 replies, all of the surveys were returned and

found to be valid for analysis. On the basis of the data that was gathered, SmartPLS 4 carried out both external and inner model evaluations in order to evaluate the hypotheses.

According to the characteristics of the respondents, a demographic summary of the sample was created. 53.31 percent of the respondents were male, while 47.69 percent were female. The majority of the population was productive, with 52.31% of the population being between the ages of 31 and 40, 42.31% being between the ages of 21 and 30, and 5.38% being between the ages of 41 and 50. Sixty-two point three percent of respondents had bachelor's degrees, followed by master's degrees (13.85 percent) and diplomas (8.46 percent). There were fewer people who had completed senior high school (3.85%) or doctoral degrees (1.54%). According to this distribution, BSI employees have a high level of education.

Regarding the length of time spent working, the majority of respondents had tenures ranging from one to five years (60.77%), followed by tenures ranging from six to ten years (24.62%) and eleven to fifteen years (10.77%). A minor percentage of respondents had less than one year of experience (3.85%). The respondents were spread in a proportionate manner throughout the many BSI branches in Bandar Lampung, with the Diponegoro branch having the most representation (26.15%), followed by Tanjung Karang (17.69%), Teluk Betung (15.38%), Kedaton (14.62%), and Rajabasa and Antasari (each 13.08%).

Description of Respondent Statements

For the purpose of evaluating the respondents' work life quality, job satisfaction, and organizational support, this study used descriptive analysis of questionnaire items. The average score for qualitative work life variables is 4.14, which indicates that the working environment is positive and of high quality. Given that the survival needs dimension has the highest mean (4.20), it may be inferred that the income and health benefits provided to workers are sufficient to fulfill their fundamental requirements. On the other hand, the belonging requirements dimension has a somewhat lower mean (4.09), which indicates that there are still areas of work-life balance that demand attention from the administration. The knowledge requirements dimension received a mean score of 4.15, which indicates that workers believe their occupations provide possibilities for the development of their skills, the actualization of their potential, and the expression of their creative potential.

Additionally, job satisfaction is classified as good, with a mean score of 4.08 across the board. The internal job satisfaction score is 4.09, with specific strengths in the areas of work results, job stability, and value congruence. However, the elements connected to autonomy are significantly lower in the

score. An external job satisfaction score of 4.08 indicates that the most enjoyable component of the job is the relationship with coworkers, followed by the work environment and its remuneration. There is room for growth in terms of job placement that is linked to credentials; However, organizational support has the highest overall mean (4.17), which indicates highly good attitudes, particularly with respect to the acknowledgment of successes, consideration of employee values, and management assistance.

R-Square Test (R2)

The coefficient of determination (R2) was used to evaluate the degree to which the structural model was able to account for the variance that was endogenous to the construct. As a result of the results, the R2 value for job satisfaction was found to be 0.411, and the corrected R2 value was found to be 0.401. It is estimated that the predictor variables of the model are responsible for somewhat more than two-fifths of the variability in work satisfaction. A moderate level of explanatory competency indicates that the structural linkages of the model are substantively significant and have the ability to capture important job satisfaction factors in the organizational environment that is being investigated.

Considering that the model explains 27.0% of the variance in perceived support, the R2 value for organizational support is 0.270, and the modified R2 value is 0.264. This indicates that the model is significant. This percentage is lower than the level of happiness with one's job, yet it still has a significant amount of explanatory value. These R2 values demonstrate that the model has a fair capacity to forecast the future, as shown by the category that Hamid and Anwar (2019) have developed. Based on the findings, it can be deduced that the structural framework is robust enough to provide an explanation for the interrelationships between latent variables, while also allowing for other components that were not included in the study.

Hypothesis Test

Structure path coefficients were examined to evaluate statistical support for each hypothesis based on three criteria: a t-statistic greater than 1.96, a p-value less than 0.05, and a positive standardized coefficient. Table 1 shows that job satisfaction is positively and statistically significantly influenced by work life quality. The positive path coefficient ($\beta = 0.372$) and t-value (3.918) and p-value (0.000) support the first hypothesis (H1). These findings imply that job satisfaction increases with work-life quality judgments.

Table 1.
Hypothesis Test

Hypothesis	Variable Relationship	Path Coefficient (β)	t-statistic	p-value	Result
H1	Quality of Work Life → Job Satisfaction	0.372	3.918	0.000	Supported
H2	Quality of Work Life → Organizational Support → Job Satisfaction	0.188	3.227	0.001	Supported

Not only did the study investigate the direct connection between the two, but it also investigated the indirect impact that the quality of work life has on job satisfaction via the involvement of organizational support. Based on the findings, it can be concluded that this indirect route is statistically significant. This is shown by a positive coefficient of 0.188, a t-statistic of 3.227, and a p-value of 0.001. This data provides evidence that the second hypothesis (H2) is correct and suggests that organizational support plays a significant role in the process by which quality of work life is correlated with increased levels of job satisfaction. To put it another way, when workers believe that their company recognizes their efforts and offers support, they are more likely to feel satisfied with their jobs. Furthermore, excellent work-life situations are more likely to increase job satisfaction. Therefore, a Sobel test was carried out in order to provide further evidence that organizational support has a mediating function. The Sobel Z score that was obtained was 3.37, which was higher than the crucial criterion of 1.96. This was determined by taking into account the path coefficients $a = 0.519$ and $b = 0.363$, as well as their corresponding standard errors.

The Influence of Quality of Work Life on Job Satisfaction

Hypothesis testing using SmartPLS 4 shows that work life quality positively and statistically affects job satisfaction. A normalized path coefficient of 0.372, t-statistic of 3.918, and p-value of 0.000, much below the 0.05 significance level, demonstrates this link. These data results strongly support the first hypothesis (H1) that Bank Syariah Indonesia workers in Bandar Lampung who have higher work-life quality have higher job satisfaction. The data shows that workers with good working circumstances are more likely to appreciate their employment.

This conclusion supports Blau (1964)'s Social Exchange Theory. In reciprocal social connections, workers react favorably when firms meet their needs and expectations, according to the notion. Employees see fair pay, a safe and friendly workplace, work-life balance, and advancement possibilities as organizational investments in their well-being. workers respond with better job satisfaction, dedication, and favorable work attitudes, maintaining the reciprocal exchange connection between workers and the firm.

The current results support a large body of empirical data that work life quality improves job satisfaction. Tarigan et al. (2020), Lan et al. (2019), Astitiani and Sintaasih (2019), and Siagian (2024) also found considerable benefits in diverse organizational contexts. In contrast, environmental and cultural factors may explain Aruldoss et al. (2021)'s minor connections. Quality of work life improves job happiness, employee engagement, and conformity with Islamic financial organizations' ethics and organizational ideals in the Islamic banking industry.

The Role of Organizational Support as a Mediating Variable

The mediation study shows that perceived organizational support links quality of work life to job satisfaction. This is shown by a positive indirect impact coefficient of 0.188, a t-statistic of 3.227, and a p-value of 0.001, which is below 0.05. The Sobel test shows that this mediating link is strong with a Z score of 3.38, beyond the threshold value of 1.96. These data indicators strongly support the second hypothesis (H2) that organizational support partly mediates the effect of quality of work life on job satisfaction among Bank Syariah Indonesia workers in Bandar Lampung.

These results support Blau (1964)'s Social Exchange Theory. The notion states that reciprocal relationships with employers impact workers' attitudes and behaviors. Employees are more likely to see supportive working circumstances including balanced workloads, appropriate incentives, and professional progress as signs of organizational care and respect. Thus, perceived organizational support boosts employee emotional connection and work happiness.

The results also corroborate a growing corpus of empirical research on organizational support as a mediator in organizational behavior models. Eisenberger et al. (2019), Siagian et al. (2024), Zeng et al. (2024), Sholikhah et al. (2023), and Yu et al. (2024) also show that organizational support psychologically links good work conditions to good employee outcomes. company support boosts job satisfaction and employee alignment with company values and ethics, making it especially relevant in Islamic banking.

CONCLUSION

The quality of work life has a positive and statistically significant impact on the level of job satisfaction experienced by employees of Bank Syariah Indonesia in Bandar Lampung province. This demonstrates that satisfying the fundamental and developmental needs of workers leads to increased satisfaction in the workplace. Workers' evaluations of the quality of their work lives were mostly influenced by their survival requirements, especially pay and perks connected to their health. Employees in Islamic banking are content with their professions despite the high performance standards and service expectations that are expected of them. This is because the company provides them with equivalent compensation, a favorable environment, as well as personal and professional growth opportunities.

The formula also shows that the relationship between job satisfaction and work-life quality is influenced by the aspect that the company is helping their workers. This is an indication that when workers know they are appreciated and cared for by their company, their work-life balance improves, leading to their satisfaction and joy when at work. It is essential to note that for one to fully benefit from excellent work-life balance programs, it is imperative to ensure that the work environment is conducive and welcoming.

Based on these findings, there exist different outcomes relating to management within an organization. To enhance a balance between work and life, there is a need for an improvement in job allocation, work flexibility, systems of benefits for employees, and management leadership. Such job allocations that fit an individual based on skills and abilities possess a potential that could lead to an increase in satisfaction levels and performance. In this study, despite this reality, there exist limitations such that it is cross-section research that concentrates on a specific geographic region, focusing on limited variables. In further research, there could be an examination of a large number of variables that encompasses a broader aspect of research through an extended study method such that it involves a wide geographic area that captures an in-depth feeling of employees within an establishment pertaining to their jobs.

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