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THE INFLUENCE OF JOB SATISFACTON AND QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract

This study examines the influence of job satisfaction (JS) and quality of work life (QWL) on employee performance (EP), with organizational commitment (JS) as a mediating variable at PT Asia Pacific Fibers Kendal. Through a quantitative approach, data were obtained from 211 employees of PT Asia Pacific Fibers Kendal. The test results indicate that JS has a non-significant positive influence on EP, while the QWL and OC have a significant positive influence. The findings suggest that OC mediates JS and QWL towards EP. This research provides an understanding of the factors and conditions of EP, JS, QWL, and OC at PT Asia Pacific Fibers Kendal and other stakeholders to enhance competitiveness and sustainability in the manufacturing industry. Future research is expected to be able to use supervisor/peer-rated questionnaire methods and generalize the ratio between males and females to strengthen previous research; it is expected to generalize the research findings.

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INTRODUCTION

In the current era of high competition, EP can significantly impact an organization's profitability (Nabhan & Munajat, 2023). Excellent performance not only enhances operational efficiency but also directly contributes to revenue growth and company expansion (Diana et al., 2022). Therefore, EP is a widely researched variable in various organizations, both in the production and service sectors (Aung et al., 2023).

Based on the literature review, there are factors that influence EP, both from internal employees and those created by the organization. Internal factors include Motivation (Çetin & Aşkun, 2018), Personality (Widhiandono et al., 2020), Psychology (Yan et al., 2020), Motivation (Violin, 2022), and JS (Katebi et al., 2022).

Factors created by the organization include Organizational Identification (Nabhan & Munajat, 2023), Corporate Social Responsibility (Tarigan et al., 2020), Work Engagement (Abebe & Assemie, 2023), Compensation (Alliu & Akinlabi, 2023), and QWL (Nurluviyana & Sudarma, 2020).

Katebi et al. (2022) suggest that their study's findings can serve as a reference for other researchers to compare the relationship between JS and EP and for deeper analysis. Researchers are also advised to explore recent articles across various databases and languages, integrating them into their studies for more comprehensive results. Additionally, there is a need for more qualitative and quantitative research to explore differences in factors affecting EP in India and other countries. Future studies should be replicated across diverse

organizations within the same industry, considering characteristics such as size and leverage to determine significant differences. It's essential to recognize that people's perceptions of the variables used in this research may change over time (Tarigan et al., 2020).

In recent years, there has been controversy surrounding the impact of JS on performance. Some studies indicate that JS significantly enhances EP (Aung et al., 2023; Hendri, 2019; Katebi et al., 2022; Suyantiningsih et al., 2018; Widhiandono et al., 2020). Aung et al. (2023) state that employees who align their JS with the organization tend to drive better performance. However, Diana et al. (2022) argue that JS does not significantly affect EP directly. Merely focusing on JS may not suffice. The current business environment is dynamic, complex, and unpredictable, which means that even satisfied employees may not necessarily improve their performance. Consequently, there are divergent findings regarding the impact of JS on EP.

Similarly, there are differing findings regarding the influence of QWL on EP. Some studies suggest that employees' quality of life positively impacts their performance (Priyono, 2020; Rothman & Ahamed, 2021; Suyantiningsih et al., 2018; Tarigan et al., 2020). When employees perceive alignment between their QWL and the organization, it can drive better performance. However, Diana et al. (2022) contend that QWL does not directly affect EP. While it significantly impacts performance, focusing solely on QWL may not be sufficient. Employees require additional factors to be more effective and motivated in enhancing workplace performance. Sometimes, QWL indirectly influences EP due to various triggering factors.

Nurluviyana Sudarma (2020) suggests that future research should focus on the same aspects: JS, OC, and EP. Expanding the research sample across various fields would allow for consistency testing and generalization of research findings. Ehido et al. (2019) recommend conducting extensive empirical studies to validate the causal relationship between QWL, OC, and EP. Different respondents may yield varying results in the relationship between independent and dependent variables.

Controversy surrounds the role of OC in mediating the impact of JS and QWL on EP in recent years. Some studies indicate that JS significantly enhances EP (Widhiandono et al., 2020). Employees who align their JS with the organization tend to drive better performance. However, Aisyah et al. (2021) and Pusparani et al. (2021) argue that JS does not significantly affect EP through OC. Merely focusing on JS may not suffice. In today's highly digitized business environment, digital culture becomes the sole variable influencing performance. This suggests that EP has improved due to digital work patterns in dynamically complex financial management tasks (Annur & Wartini, 2024).

Controversy surrounds the impact of QWL on EP, mediated by OC, in recent years. Some studies indicate that QWL significantly enhances EP (Diana et al., 2022; Ehido et al., 2019; Novri, 2023; Nurluviyana & Sudarma, 2020). Employees who perceive benefits aligned with strong obligations tend to improve their performance accordingly (Diana et al., 2022). However, Soythong (2023) argues that QWL does not significantly affect EP through OC. While it has a partial influence, OC as a partial mediator between QWL and EP can foster a more positive work environment, higher employee morale, and better organizational outcomes. In other words, employees with better QWL tend to exhibit stronger commitment to their organization, which, in turn, drives better EP. There are several benefits to having OC as a partial mediator between QWL and EP. Thus, based on previous research, inconsistencies in findings persist.

Based on the introduction of previous research and preliminary study data, there is a research gap. Therefore, the author is interested in conducting a study to examine the impact of JS, QWL, and OC on EP with the title "The Influence of JS and QWL on EP with OC as a mediator (A study on the staff of PT Asia Pacific Fibers Kendal)".

HYPOTHESIS DEVELOPMENT

1. The Effect of JS on EP

According to Hendri's research (2019), over the past few years, company managers have firmly believed that employees who feel satisfied with their jobs achieve better performance than dissatisfied employees. Additionally, JS can positively impact a company's growth and size. Therefore, paying attention to factors that enhance employee satisfaction can positively contribute to overall organizational goals and performance.

JS encompasses various policies and practices designed and implemented to ensure that employee behavior and performance align with business objectives (Aisyah et al., 2021)). Some aspects included in the scope of JS are Fringe Benefits, Contingent Rewards, Operating Conditions, and Communication (Diana et al., 2022). Previous research has consistently shown that JS has a positive and significant influence on Performance (Aung et al., 2023; Hendri, 2019; Katebi et al., 2022).

H_1: JS has a positive and significant impact on EP

2. The Influence of QWL on EP

QWL is a key factor shaping employee behavior within organizations (Tarigan et al., 2020). This concept encompasses various job-related aspects, including Growth and Development, Participation, Physical Environment, Supervision, and Social Relevance (Diana et al., 2022). QWL also reflects whether an individual feels satisfied or dissatisfied with their overall work environment (Suyantiningsih et al., 2018).

The significance of QWL lies in its connection to human resource management efforts aimed at enhancing organizational performance and employee commitment (Diana et al., 2022). Both factors are recognized as determinants of an organization's long-term survival and success. Numerous previous studies have explored the relationship between QWL and Performance, consistently finding positive and significant associations between the two (e.g., Rokhman & Ahamed, 2021; Suyantiningsih et al., 2018; Tarigan et al., 2020).

H_2: QWL has a positive and significant impact on EP

3. The Influence of OC on EP

OC can be defined as an individual's steadfastness in fulfilling promises or agreements made to others or an organization. Ideally, every employee diligently carries out their tasks and takes responsibility for successfully completing assigned duties. Additionally, OC significantly influences job performance (Nabhan & Munajat, 2023). Employees who exhibit strong OC tend to perform better than those with less commitment. They strive hard for organizational success, contribute maximally to their tasks, and work toward achieving the company's goals and mission (Aisyah et al., 2021).

In today's competitive business landscape, organizations require high-performing employees to achieve their objectives and maintain a competitive edge. Therefore, organizational managers should clearly articulate expected performance standards, enabling employees to understand organizational expectations and develop a strong commitment to the company (Diana et al., 2022).

H_3: OC has a positive and significant impact on EP

4. The Influence of JS on OC

JS is often considered a supporting factor for OC, as several studies have shown a positive relationship between the two (Suyantiningsih et al., 2018). In today's competitive business context, employees who are satisfied with their jobs tend to exhibit a stronger commitment to the organization (Ruiz-Palomo et al., 2020). This commitment reinforces loyalty work enthusiasm, and contributes to the success and achievement of company goals (Diana et al., 2022). The link between JS and OC is closely intertwined. Employees who are satisfied with their work tend to have a stronger commitment to the organization. Effective management of JS can lead to increased employee commitment. Conversely, poor JS management may result in employees losing commitment to the company (Aisyah et al., 2021). INGSIH et al. (2020) also found a positive and significant relationship between JS and OC.

H_4: JS has a positive and significant impact on OC

5. The Influence of QWL on OC

Employee QWL can be influenced by work conditions and organizational efficiency (Abebe & Assemie, 2023). QWL and OC are two critical and fundamental aspects of current organizational behavior. Modern employees and entrepreneurs conclude that 'lack of OC in employees can be related to inappropriate selection and promotion decisions, which negatively impact subordinates' OC.' Therefore, ensuring good QWL is essential. QWL can serve as a program designed to enhance employee satisfaction, help them navigate changes and transitions, and foster a strong commitment to the organization (Diana et al., 2022).

H_5: QWL has a positive and significant impact on OC

6. OC Mediates the Influence of JS on EP

JS and EP: JS is one of the most important factors in measuring EP (Aisyah et al., 2021). Factors that influence JS include relationships with pay, promotion, supervisors, fringe benefits, contingent rewards, operating conditions, coworkers, the nature of work, and communication (Diana et al., 2022). By improving the quality of the work environment, commitment and EP can be enhanced (Chen & Hsu, 2020; Kock & Moqbel, 2021). Employee dissatisfaction arises from the mismatch between employee expectations and reality, which can impact EP within the organization.

The Role of OC: Ensuring JS is crucial for organizations to foster greater employee commitment (Ruiz-Palomo et al., 2020). Research conducted by Aisyah et al. (2021) and Widhiandono et al. (2020) found a positive and significant relationship between JS and EP, mediated through OC. If you want to enhance performance through JS, it's essential to create and enhance OC first, as commitment encompasses conditional aspects that apply

broadly to all members of the organization and the organization itself (Kholisna & Wartini, 2024).

H_6: OC can significantly and positively mediate the influence of JS on EP

7. OC Mediates the Influence of QWL on EP

Employees often evaluate how their efforts are recognized by the organization where they work. Positive assessments can invigorate motivation, encourage positive behavior in the workplace, and ensure employee continuity within the organization, regardless of the prevailing circumstances (Ehido et al., 2019). Research has found that OC significantly and positively mediates the correlation between QWL (QWL) and EP (Diana et al., 2022; Ehido et al., 2019). Diana et al. (2022) demonstrate that QWL, which arises in response to various employee desires, is a critical factor in predicting OC. This concept is related to social exchange theory, where employees believe that the benefits they receive are tied to a strong obligation to contribute over the long term. A good QWL impacts job performance favorably for employees, and high OC leads employees to perceive that their QWL aligns with their expectations, with the hope of contributing to improved EP.

H_7: OC can significantly and positively mediate the influence of JS on EP

Based on the relationships between variables and the hypotheses developed, the conceptual framework of this study can be depicted as follows:

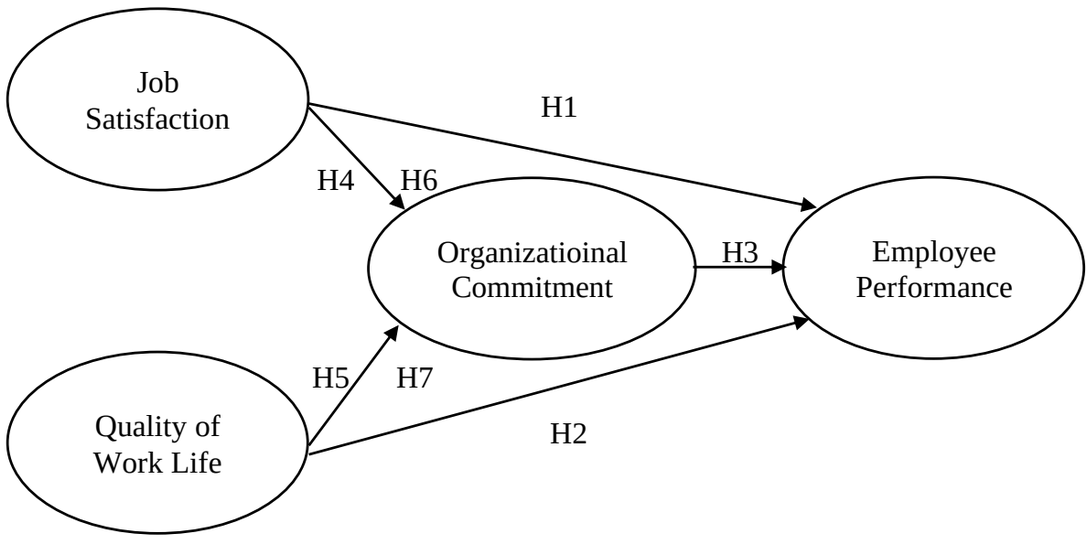

Figure 1. Conceptual Framework

Source: Literature Review (2024)
(Diana et al., 2022)

RESEARCH METHOD

This study applies a quantitative research method based on positivism. The research design is oriented toward analyzing relationships or correlations among several variables. The primary data used was collected through questionnaires. The total number of respondents involved is 211 employees of PT Asia Pacific Fibers Kendal. The sampling method employed is saturation sampling. Indicator measurements are conducted using a Likert scale with a value range from 1 (strongly disagree) to 5 (strongly agree). For data analysis, the Structural Equation Model – Partial Least Square (SEM-PLS) model is used with the assistance of SmartPLS 3.0 software. Based on the survey conducted, it was found that the majority of respondents are male, with 197 staff members, while only 17 employees are female. This indicates male dominance within the company. Gender-specific dominance in a job can lead to gender bias. Additionally, the largest group of respondents is above 40 years old, suggesting that most staff members have maturity, sufficient experience, and a broader understanding of various aspects of work life.

Table 1. Characteristics of Respondents

No	Gender	Quantity	Percentage
1	Male	194	91.94%
2	Female	17	8.06%
	Total	**211**	**100%**
No	**Department**	**Quantity**	**Percentage**
1	A	81	38.38%
2	B	56	26.54%
3	C	32	15.16%
4	D	42	19.90%
	Total	**211**	**100%**
No	**Age Range**	**Quantity**	**Percentage**
1	<25's	21	9.95%
2	25 – 30's	56	26.54%
3	31 – 35's	36	17.06%
4	36 – 40's	27	12.80%
5	>40's	71	33.65%
	Total	**211**	**100%**
No	**Level of Education**	**Quantity**	**Percentage**
1	High School	53	25.12%
2	D3/D4	47	22.27%
3	S1	109	51.66%
4	S2/S3	2	095%
	Total	**211**	**100%**
No	**Working Period**	**Quantity**	**Percentage**
1	<1 year	3	1.42%
2	1 – 3 's	28	13.27%
3	4 – 6 's	50	23.70%
4	7 – 9 's	41	19.43%
5	>10 's	89	42.18%
	Total	**211**	**100%**

Source: Processed Research Data (2024)

RESULT AND DISCUSSION

1. Research Instrument Feasibility Test

a. Instrument Validity

Instruments that are valid by convergence are demonstrated through the use of outer loadings and the Average Variance Extracted (AVE) value. The factor loading values between 0.5 and 0.6 are considered adequate, while the AVE value should exceed 0.5 (Ghozali, 2014). On the other hand, the discriminant validity of a research instrument is achieved when the outer loading value for a specific construct is at least 0.7 or higher than the outer loading values of other constructs (Santosa, 2018).

From the conducted tests, it is revealed that the square root of AVE for each construct in this study is higher than its highest correlation with other constructs. Therefore, it can be concluded that all indicators in this research exhibit good discriminant validity.

b. Instrument Reliability

In Partial Least Squares (PLS), reliability is measured through two approaches: Cronbach's alpha and composite reliability. Cronbach's alpha

is used to determine the lower bound of a construct's reliability, while composite reliability calculates the actual reliability value of that construct (Solimun et al., 2017). A questionnaire reliability analysis was conducted using composite reliability and Cronbach's alpha methods. As a guideline, both composite reliability and Cronbach's alpha should ideally exceed 0.7, but a value of 0.6 is still considered acceptable (Hair et al., 2014).

Table 2. Scale and Measurement

Variable	Indicator	Item	Scale Item	Factor Loading	CR	AVE
EP (Diana et al., 2022)	Self-Rated Performance	EP1	I understand the work procedure	0.769	0.896	0.634
		EP2	I have the skills to interact with coworkers	0.795		
		EP3	I am dedicated to the company	0.814		
		EP4	I assess the quality of my work against tasks and obligations	0.819		
		EP5	I rate my overall performance	0.783		
JS (Diana et al., 2022)	Fringe Benefits	JS1	I receive a good salary	0.664	0.904	0.442
		JS2	I receive a salary provided by this company that is as good as any other company	0.641		
	Contingent Rewards	JS3	I am appreciated by the company for the work given	0.747		
		JS4	I get proper recognition when I do a good job	0.755		
		JS5	I can get a lot of rewards when working here	0.718		
		JS6	I am rewarded appropriately for my hard work	0.649		
	Operating Conditions	JS7	I have an efficient job	0.603		
		JS8	I find it easier to do a good job because of the procedures	0.659		
	Communication	JS9	I seem to communicate well in this company	0.573		
		JS10	I have been explained about my job by the company	0.658		
		JS11	I know what is going on in the company	0.608		
		JS12	I feel clear about the company's goals	0.675		
QWL (Diana et al., 2022)	Growth and Development	QWL1	I have many opportunities for career development as a staff in this company	0.742	0.918	0.468
		QWL2	I have the opportunity to hone my skills at the staff level	0.803		
		QWL3	I can grow with the challenges of working as a staff	0.752		
	Participation	QWL4	I am given opportunities by the company to exchange ideas	0.754		
		QWL5	I am provided with a scheme to give effective work suggestions by the company	0.738		
		QWL6	My suggestions are implemented by the company	0.652		

Variable	Indicator	Item	Scale Item	Factor Loading	CR	AVE
	Physical Environment	QWL7	I feel the company is a conducive and safe place	0.582		
		QWL8	I feel company building is appropriate and suitable for staff	0.483		
		QWL9	I, as a staff, have good working hours	0.552		
	Supervision	QWL10	I have abilities that are trusted by my supervisor	0.670		
		QWL11	I feel that my boss is able to develop teamwork for me	0.702		
		QWL12	I am concerned by my supervisor about my condition at work	0.730		
	Social Relevance	QWL13	I have personal values that are compatible with my work at the company	0.662		
OC (Diana et al., 2022)	Organizational Commitment	OC1	I tell my friends that this company is a good place to work	0.707	0.924	0.524
		OC2	I feel there is a shared view of the values within the company	0.709		
		OC3	I proudly tell others that I am part of the company	0.749		
		OC4	I have truly been given the best inspiration to improve my performance by the company	0.730		
		OC5	I will not leave this company, even if there are many changes happening to me	0.729		
		OC6	I am very happy that I chose this company to work for over other companies	0.754		
		OC7	I have gained a lot by continuing to work in this company	0.732		
		OC8	I agree with the company's policies on important staff matters	0.689		
		OC9	I really care about the fate of this company	0.648		
		OC10	I feel this company is the best company	0.732		
		OC11	I decided that working for this company was the right decision in my life	0.775		
		OC12	I tell my friends that this company is a good place to work	0.707		

Source: Research Data Processed (2024)

From the data presented in Table 2, it can be concluded that some of the instruments used in this study did not achieve convergent validity. This is indicated by outer loading values >0.60 and AVE values >0.50.

These results suggest that the instruments and relevant variables cannot explain more than half of the indicator variables. Consequently, four invalid instrument items should be eliminated from the study: X1.7, X1.8, X1.9, and Z.9.

Based on the data in Table 2, it is evident that Cronbach's alpha and composite reliability values for all constructs exceed 0.70. This indicates that each statement item in this study exhibits high consistency and reliability, making them reliable measurement tools.

c. Coefficient of Determination

The coefficient of determination (R2) ranges between 0 and 1. Higher R2 values indicate

greater predictive accuracy, while lower values suggest lower predictive accuracy (Ghozali & Latan, 2014). Specifically, R2 values of 0.75, 0.50, and 0.25 are considered to have strong, moderate, and weak effects, respectively (Ghozali & Latan, 2014). For your study, the R2 values are as follows:

Table 4. R-Square Score

Variable	R Square (R^2)
EP	0.370
OC	0.624

Source: Research Data Processed (2024)

Based on the data in the R-Square (R2) table, when multiplied by 100%, the coefficient of determination for EP is 37%, and for OC, it is 70%.

From these results, we can conclude that 37% of the variation in knowledge sharing can be explained by JS and QWL. The remaining 63% is accounted for by other variables outside the analytical model. Additionally, 70% of the variation in EP can be explained by JS and QWL, while the remaining 30% is attributed to other variables beyond the model's scope.

2. Hypothesis Testing

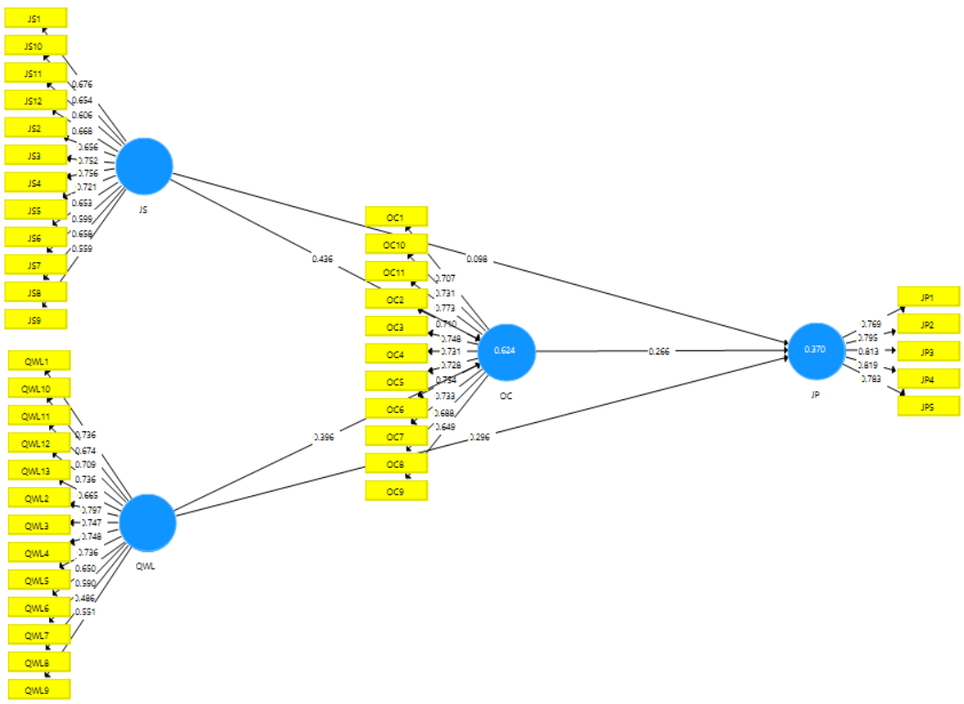

Figure 2. Testing Structural Equation Model

In this study, the Structural Equation Model - Partial Least Squares (SEM-PLS) method, supported by the SmartPLS 3 program, was used to test hypotheses. Original sample values and t-statistics were employed for hypothesis testing. Positive or negative relationships were assessed based on initial sample values. The significance of inter-variable effects was determined by t-statistic values exceeding 1.96 at a 5% significance level (Hair et al., 2021).

Table 4. Hypothesis Test Results

Hypothesis	Variables	Original Sample (O)	T Statistics	P-*values*	Result
H1	JS (X1) → EP (Y)	0.098	0.843	0.400	Not Significant
H2	QWL (X2) → EP (Y)	0.296	2.732	0.007	Significant
H3	OC (Z) → EP (Y)	0.266	2.669	0.008	Significant

Hypothesis	Variables	Original Sample (O)	T Statistics	P-*values*	Result
H4	JS (X1) → OC (Z)	0.436	6.206	0.000	Significant
H5	QWL (X2) → OC (Z)	0.396	5.834	0.000	Significant
H6	Jon Satisfaction → OC → EP	0.116	2.281	0.023	Significant
H7	QWL → OC → EP	0.105	2.483	0.013	Significant

Source: Research Data Processed (2024)

The Influence of JS on EP

The findings reveal that although JS positively influences EP, the effect is not statistically significant. The original sample value is 0.098, with a t-statistic of 0.843 (below the critical threshold of 1.96) and a p-value of 0.400 (greater than 0.05). Thus, H1, which suggests that "JS has a positive and significant impact on EP," is rejected. This indicates that while JS may contribute to improved EP, its effect is not strong enough to be statistically validated in this study. Other variables may have a more direct or substantial impact on EP within this context.

The Influence of QWL on EP

The analysis shows a significant positive effect of QWL on EP. The original sample value is 0.296, the t-statistic is 2.732 (exceeding the critical value of 1.96), and the p-value is 0.007 (below 0.05), supporting the acceptance of H2, which posits that "QWL has a positive and significant impact on EP." This suggests that employees who experience a higher QWL tend to perform better. The positive relationship between QWL and EP highlights the importance of improving work-life balance and the overall work environment to enhance employee productivity**.**

The Influence of OC on EP

OC has a original sample value is 0.266, the t-statistic is 2.669 (greater than 1.96), and the p-value is 0.008 (less than 0.05), leading to the acceptance of H3, which states that "OC has a positive and significant impact on EP." This indicates that employees who feel a strong sense of commitment to their organization are more likely to demonstrate higher levels of performance. Strengthening OC may therefore be an important strategy for improving workforce performance

The Influence of JS on OC

The study confirms that JS has a significant positive influence on OC. With an original sample value of 0.436, a t-statistic of 6.206 (well above 1.96), and a p-value of 0.000 (below 0.05), H4, which asserts that "JS has a positive and significant impact on OC," is accepted. This suggests that employees who are more satisfied with their jobs tend to show greater commitment to the organization. Enhancing JS can therefore be a key factor in building organizational loyalty and dedication among employees.

The Influence of QWL on OC

The results also show that QWL significantly impacts OC. The original sample value is 0.396, with a t-statistic of 5.834 (above 1.96) and a p-value of 0.000 (less than 0.05). Consequently, H5, which states that "QWL has a positive and significant impact on OC," is accepted. This means that employees who perceive a higher QWL are more likely to develop a stronger sense of OC. Thus, improving the work environment can have a positive effect on how committed employees feel toward their organization.

OC mediates the influence of JS on EP.

The analysis demonstrates that OC mediates the relationship between JS and EP. With an original sample value of 0.116, a t-statistic of 2.281 (slightly below 1.96), and a p-value of 0.023 (below 0.05), H6, which proposes that "OC mediates the positive and significant impact of JS on EP," is accepted. This implies that JS alone may not directly enhance EP unless it is accompanied by increased OC. Thus, OC plays a key role in translating JS into improved performance.

OC mediates the influence of QWL on EP.

Similarly, OC also mediates the effect of QWL on EP. The original sample value is 0.105, the t-statistic is 2.483 (slightly below 1.96), and the p-value is 0.023 (below 0.05), supporting the acceptance of H7, which posits that "OC mediates the positive and significant impact of QWL on EP." This suggests that improvements in the QWL contribute to better EP primarily by enhancing OC. When employees perceive a higher QWL, their increased commitment to the

organization leads to higher levels of performance.

CONCLUSION

Based on the analysis and discussion, we can conclude the following regarding the impact of JS, QWL, and OC on EP at PT. Asia Pacific Fibers Kendal JS has a positive but non-significant effect on staff performance. In other words, increasing JS among staff does not significantly enhance EP. On the other hand, QWL has a positive and significant impact on EP. This means that a stronger QWL among staff members leads to higher performance levels. Additionally, OC also has a positive and significant effect on EP. Higher OC among staff members correlates with better performance.

Furthermore, JS influences EP through the mediation of OC. This medication is considered "full," indicating that improving staff performance relies not only on JS but also on enhancing OC. Similarly, QWL affects EP through OC mediation. However, this mediation is known as "partial," meaning that OC does not fully explain the relationship between QWL and EP but can enhance the impact of QWL on performance.

Research on the relationship between JS, QWL, OC, and EP reveals several relevant findings. First, JS appears to have no significant impact on EP. However, further research could expand the variables and indicators considered, such as psychological empowerment, work outcomes, discipline, creativity, and responsibility (Suyantiningsih et al., 2018). Additionally, to minimize potential bias from self-rated questionnaires, future researchers can use supervisor or peer-rated questionnaires, where assessments are not conducted by the employees themselves but by their superiors or colleagues (Aung et al., 2023). Lastly, it is essential to consider the generalizability of findings. Since the study sample primarily consists of males, interpretations should be cautious, and future researchers can enhance generalizability by ensuring a more balanced male-to-female ratio (Diana et al., 2022).

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