



JOB SATISFACTION AS A MEDIATOR OF MANAGER PERFORMANCE, SELF-DEVELOPMENT, ORGANIZATIONAL SUPPORT, AND WORK-LIFE QUALITY

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ABSTRACT

The purpose of this study is to find out and analyze the influence of self-development, perception of organizational support and quality of work life on manager performance with job satisfaction mediation variables. This research was conducted using the purposive sampling method. The researcher distributed questionnaires to 87 SP(P)BE managers of PT. Pertamina Patra Niaga Central Java Province and D.I Yogyakarta. Data analysis using path analysis. The results of the analysis concluded that self-development, perception of organizational support and quality of work life had an effect on the job satisfaction of SP(P)BE managers of PT. Pertamina Patra Niaga Central Java Province and D.I Yogyakarta. Self-development, perception of organizational support, quality of work life and job satisfaction affect the performance of SP(P)BE managers of PT. Pertamina Patra Niaga Central Java Province and D.I Yogyakarta. Job satisfaction is able to mediate the influence of self-development, perception of organizational support and quality of work life on the performance of SP(P)BE managers of PT. Pertamina Patra Niaga Central Java Province and D.I Yogyakarta.

INTRODUCTION

When executing an organization's operationalisation and operations, human resources are a crucial component. In order to fulfil the company's vision, goal, and values, businesses must pay more attention to their people resources in order to succeed. A person's performance is the outcome of their labour and is evaluated over a certain length of time using predefined terminology or norms (Edison, 2018). Performance may also mean a person's degree of success during a certain time period in relation to different chances, such objectives, fundamental size targets, and resultant standards of activities that have been discussed and decided upon by mutual agreement (Najamudin & Andang, 2023).

Human resources, management, and the firm's system are the three essential elements that a company has to have in order to attain quality performance. Self-development is an activity in human resource management that attempts to enhance the capacity to enhance the efficacy of work execution so that individuals are better equipped to demonstrate the best possible involvement when expressing the business direction of the organisation or institution. Employees that are given the chance to grow personally will be the ones who carry out self-development the best. Open and abundant opportunities for personal growth will impact performance enhancement (Mangkunegara, 2018).

Perception of organizational support may also be used to change employee behaviour in order to boost

productivity at work. A supportive environment from management and staff will make the workplace favourable. Employee productivity will be encouraged to improve by receiving this help. Employees will give the company less than their best effort if they don't feel supported, which will prevent the organisation from achieving its objectives. Similarly, workers who believe they receive a lot of institutional support will also wish to incorporate elements of the institution into their own identities in addition to strengthening relationships and having a clearer grasp of the organisation's role (Ningsih et al., 2023).

The quality of one's work life is another important component that boosts performance. An organisation may improve its quality of life at work and become safer, more dedicated, and healthier as a result. The term "quality of work life" refers to a positive aspect of life that is perceived positively. When an individual finds it difficult to manage their personal and professional lives, they are likely to choose a different line of work or perhaps quit altogether (Handayani et al., 2023). Quality of work life may be measured by looking at factors including employee engagement, career development, problem solving, relationships, occupational health, career safety, a calm environment, fair compensation, and honor in the workplace. Given the significant roles that managers and firm organizations play, a number of QWL elements may contribute to perception gaps between the two groups. Here, managers' personal interests and the company's goals are combined by the quality of life at work; specifically, the goal of the latter is to increase job happiness in order to increase industrial production capacity.

Numerous studies on the effects of manager performance, organizational support perception, and Quality of Work Life (QWL) on self-development have produced conflicting findings. While some research revealed that performance was greatly enhanced by self-development, other studies found that the effect was negligible when mediating variables were not present. This suggests that the link can be further explained by intermediary variables. Furthermore, the majority of studies tends to concentrate on direct linkages, with less attention paid to the mediation processes that explain how managers' performance is impacted by organizational support, self-development, and Quality of Work Life (QWL). Studies that incorporate mediating factors, such work satisfaction, might offer fresh perspectives on the mechanisms behind these connections.

According to Job Satisfaction Theory and Social Exchange Theory, job satisfaction is the outcome of an individual's perception of how much the organization supports them and offers them opportunities for growth. For this reason, job satisfaction was chosen as a mediating variable in this study. People are more inclined to perform at their highest level when they are happy with their jobs. Furthermore, there is a relationship between job satisfaction and self-development variables. For example, when a manager of a company is given the chance to learn and grow, their job satisfaction increases because it gives them a sense of accomplishment and recognition. Additionally, the organization's support strengthens their sense of appreciation, which in turn increases their job satisfaction. Additionally, if a high-quality work environment directly contributes to their personal comfort and satisfaction with their work, job satisfaction creates a psychological atmosphere that makes it easier for managers to work more efficiently and effectively, the relationship between independent variables and performance can be bridged by job satisfaction.

By making job satisfaction a mediating variable, this study is expected to provide a more comprehensive theoretical and practical contribution to how organizations can improve manager performance through integrated strategies. According to Hasibuan (2018) since everyone has distinct boundaries for their degree of self-control or contentment, satisfaction is inherently personal, and people differ from one another when it comes to negotiating. When assessing someone's degree of pleasure, there is no such thing as an absolute measurement. Therefore, gauging employee work satisfaction inside a corporation is crucial. The next technique to determine an organization's level of job satisfaction is to gauge how committed employees are to the kind of work-life balance that the business permits. This is all due to the fact that a great work-life involves striving for the highest level of productivity, qualified creativity, self-satisfaction, and a cos environment to live.

PT Pertamina Patra Niaga is an Indonesian company that works in the oil and gas and energy industries. The success of PT. Pertamina Patra Niaga, a vital component of the sector, is crucial to preserving the business's operations and enhancing the growth of the national economy. Fuel oil (BBM) trading, fuel handling and distribution, fleet management, storage depot management, international marketing, logistics, petrochemical trading, fuel retail, and the supervision of the company's offspring and grandchildren are just a few of the operational domains in which PT Pertamina Patra Niaga works. The business offers a wide variety of services for diverse clientele and is crucial to the supply chain and distribution of energy goods both domestically and internationally. As a partner LPG filling station of PT. Pertamina Patra Niaga, SPBE is a bulk LPG filling station that has been approved and licensed in accordance with the relevant provisions and requirements of PT. Pertamina Patra Niaga to carry out LPG filling. It does this without the need for a fleet of skid tanks, or LPG Tank Fleet, to transport bulk LPG from the LPG Depot to SP(P)BE itself. Instead, PT. Pertamina Patra Niaga, or SPPBE, which is appointed with a rental system, transports LPG.

The LPG filling station of PT. Pertamina Patra Niaga, which fills LPG and has its own fleet of bulk LPG vehicles to transport LPG from the LPG Depot to SP(P)BE, is known as SPPBE, or the Bulk LPG Filling and Transportation Station. Written or referred to as SP(P)BE (LPG Bulk Filling and Transportation Station), SPBE or

SPPBE is mentioned. According to the findings of interviews conducted with Owners and Managers of 15 SP(P)BE Partners of PT Pertamina Patra Niaga, which are situated in D.I. Yogyakarta and Central Java, the firm continues to face a number of issues with its organizational performance. These problems encompass a number of extremely concerning concerns, including how work quantity, quality, effectiveness, independence, and timeliness affect operational performance; how to enhance output; how to maintain excellent work ethics; and how to collaborate with reliable partner firms like PT Pertamina Patra Niaga.

The performance issues of the Organization are therefore directly linked to a number of identified critical characteristics, according to the findings of interviews that PT Pertamina Patra Niaga conducted with numerous Owners and Managers in 15 SP(P)BE partners. According to the survey's findings, the majority of Partners believe that not enough is being done for their own personal growth and that they would want to participate more in training and development initiatives that would advance their skills and expertise. Furthermore, a few Partners have a poor opinion of the company's organizational culture, believing that it doesn't always foster creativity or teamwork or offer the Partner Organization enough assistance. Afterwards, the outcomes of preliminary interviews conducted with the owners or managers of 15 SP(P)BE in Central Java and D.I Yogyakarta also revealed that, despite numerous initiatives to enhance the organization's human resources' Quality of Work Life (QWL), each SP(P)BE's performance appeared to have plateaued. These results imply that there may be issues relating to attempts to enhance QWL that require more focus. Variations that are pertinent to the performance issues the organization is now facing are displayed in the performance evaluation. This may be seen as one of the main issues that impact Partners' productivity and efficiency, even when there are inadequacies in areas like cooperation and decision-making involvement.

To comprehend specific factors in the context of self-development, organizational support, quality of work life, and job happiness, it is necessary to take into account a number of gaps in the literature. First, in terms of self-development, variations in research methodologies, sample sizes, or organizational contexts may have an impact on how results are interpreted. This is why there may have been a discrepancy in results between the studies conducted by Ángeles et al., (2022) that reported a positive influence and Ojo et al., (2022) that declared a negative influence. Second, in the context of organizational support, there may be discrepancies in respondent characteristics, measurement techniques, or conceptualizations of organizational support that account for the findings of Yulivianto (2019) which demonstrate the absence of influence and Ningsih et al. (2023) which state the opposite. Third, while the majority of research indicates that work life quality has a positive impact, there are some exceptions, including studies by Ahmed et al., (2023) and Handayani et al. (2023), which conclude that variations in response levels, other factors, or the definition of work quality of life cannot produce any effect. Fourth, with regards to work satisfaction, while the bulk of research indicates that it mediates, other studies (Hamdani et al, 2023) claim that satisfaction has no effect, indicating that it cannot mediate. Consequently, in order to create a comprehensive grasp of the literature on human resource management, a thorough comprehension of these distinctions is required.

Based on the background of the problem that has been explained, the title of this research is “Job Satisfaction Serves As A Mediating Variable In The Relationship Between Manager Performance And Self-Development, Perceptions Of Organisational Support, And Work Life Quality”

LITERATURE REVIEW

Performance

Performance is the whole outcome of performing discrete tasks, such as goals, standards, or collectively established and agreed-upon work objectives. Action is predicated not only on a strong desire to act directly but also on the desire to have intentions. Based on the notion that having an unbiased evaluation of the organization is crucial, the corporation implements performance reviews. Furthermore, because performance reviews are in place, senior managers have an impartial foundation upon which to base remuneration on the accomplishments that each accountability center makes possible for the organization as a whole (Prayoga et al., 2022).

Performance is a response based on an approach that is planned and timed, based on guidelines and the outcomes of discussions among all relevant parties, and predetermined. Performance can serve as an example of aptitude and expertise while working on unique devices that have the potential to influence a company's award (Edison, 2018). This performance is the real work that each employee does to fulfil their responsibilities in line with their position within the company (Rivai, 2018). Performance refers to a person's effectiveness on the job, the amount of work that can be completed for a person or group of people in an organization that is in line with their own authority and responsibilities, or the manner in which a person is expected to possess qualities and conduct that are consistent with the weight of roles that have been assigned to him, as well as the quantity and duration of fulfilling obligations (Sutrisno, 2019).

The following are the factors that influence performance (Rahmawati & Nugroho, 2022):

1. The capacity and proficiency of human resources to complete tasks will have an impact on the caliber of work generated.

2. HR's understanding of the position and the sector they operate in can aid in decision-making and performance enhancement.
3. The way tasks are assigned to human resources and organized in the work plan will have an impact on the effectiveness and productivity of the job.
4. Motivation, attitude, and confidence are examples of HR personality traits that can influence how hard HR works to get positive outcomes.
5. High motivation will drive HR to put in more effort and make a bigger contribution to the company's objectives.
6. The degree of motivation and output can be impacted by a boss's leadership traits.
7. The way managers lead their teams may have an impact on output and employee happiness.
8. An atmosphere that is conducive to improving performance may be created by an organization with a good and supportive culture.
9. The degree of motivation and commitment at work can be influenced by one's level of job satisfaction.
10. Comfort and performance can be impacted by aspects of the work environment, including amenities, team support, and job security.
11. Work commitment and performance can also be impacted by HR loyalty to the organization and to superiors.
12. The degree of effort and drive to reach objectives will depend on how dedicated the Partnership Organization is to the task and the organization.
13. The degree of discipline in adhering to the policies and procedures of the organization will also have an impact on output and performance.

Performance Indicators As per Robbins & Judge's (2018) findings, performance markers include:

1. Job Quality: An employee's ability to use their abilities and talents to complete tasks flawlessly is a good indicator of the quality of their job. An employee's productivity in finishing tasks and his aptitude and capacity to do so might be used to assess the caliber of their job.
2. Quantity: The number of units or cycles that will be utilised to assess an employee's performance is determined by taking into account their work units and activity cycles. For example, given the restricted amount of time the firm has, employees can complete their tasks fast.
3. Being on time; Punctuality is the degree to which an activity is completed within a specific time frame when examining it from the standpoint of maximizing the time available for other tasks and dealing with outcomes. Another way to gauge an employee's performance is to see how accurately they do the duties that are given to them. in order to avoid interfering with other tasks that are required of employees as part of their commitments.
4. Effectiveness: Effectiveness is the state in which organisational resources (such as time, money, technology, and raw materials) are employed as efficiently as possible to enhance the effectiveness of resource utilisation within each unit. in order for employees to utilise corporate resources as efficiently as possible, including human resources as well as resources in the form of money, expertise, and raw materials.
5. Self-reliance; The ability to carry out work-related duties without guidance, support, or supervision from superiors is known as independence. It is possible to ascertain if employee performance is increasing or declining by looking at the caliber and independence of workers as well as the caliber and volume of their production.

Job satisfaction

As long as there are suitable recognition and prizes for work well done, job satisfaction is a general attitude towards performance. Job happiness and performance are theoretically connected. The productivity and effectiveness of an organization are highly correlated with employee satisfaction (Robbins & Judge, 2018). A mental state known as "job satisfaction" occurs when workers feel dissatisfied or unsatisfied with their performance (Sutrisno,2019). A contented worker is more likely to stay with the company, contribute well, and be hardly absent from work. However, unhappy workers are more likely to lose their jobs, endure stress that irritates coworkers, and search for new employment on a regular basis (Griffin, 2019). An employee's degree of job satisfaction is reflected in their sentiments about the task they have completed. Proof of this may be found in the employees' positive attitudes about their work and everything else they come across at work. A person is considered to have job satisfaction when they assess their work or employment experience, which is a positive or fulfilling emotional state.

Work satisfaction is influenced by several things (Sutrisno, 2019). The following explains these factors:

1. Possibility of Advancement: When partners are provided the chance to grow professionally, they feel fulfilled. Motivation and job satisfaction are derived from opportunities for experience acquisition and professional growth.
2. The idea that job happiness is likewise impacted by a comparatively safe position. A coworker may feel more at ease and satisfied if they feel confident in their work.
3. One important component of job happiness is income. anticipate fair compensation for the labor they perform.

If the pay is commensurate with contributions and expectations, job satisfaction can be attained.

4. Good management and stable business environments both contribute to employees' work happiness. Partners will be content with their job performance if the organization and management can provide steady circumstances and conditions.
5. Job happiness may be impacted by both excellent and bad supervision. If the manager pays close attention to them and provides good supervision, the partners will be happy. On the flip side, job satisfaction may suffer from a supervisor who is uncaring or provides inadequate supervision.
6. Job satisfaction may be impacted by a number of factors, including the degree of difficulty, pleasure in a work well done, and a sense of success. Job satisfaction may rise if the partner finds their work difficult and fulfilling.
7. The state of a cozy and enjoyable workspace has an impact on employees' job happiness. Partners will find it simpler to perform successfully on duties if they are in a comfortable work atmosphere.
8. Job happiness is also significantly influenced by employer partnerships and the social interactions between partners. Partners will feel happier if they get along well with each other and feel comfortable in the workplace.
9. Job satisfaction may also be impacted by the benefits offered by the employer, including housing, health insurance, paid time off, and pension funds. The partners will feel pleased and valued if the current facilities are met.

Job satisfaction indicators according Lee & Kim (2023), indicators in measuring job satisfaction are:

1. The work itself, or how the person views the duties and tasks that have been delegated by management;
2. Wages or salaries (each employee's subjective assessment of compensation or benefits provided by the company; values include meeting realistic needs for subsistence, securing and maintaining a steady stream of revenue, and reconciling salary receipts with expectations);
3. Promotion (each person's assessment of the organization's impartiality in implementing employee promotions and the chances it offers them to advance their careers, including the ideals of career openness, impartial career policies, and job promotions);
4. Colleagues (view of how employees in diverse and similar sectors of work arrange their working relationships, including the values of responsibility, collaboration, and happiness and grief);
5. Observation or supervision (the values of civility, respect, and an adequate level of supervision are linked to an individual's assessment of the kind and style of supervision that an organization's leadership offers to staff members while they work).

Self-Development

The goal of self-development is to provide people the chance to grow and express themselves in ways that suit their needs, abilities, interests, and areas of competence (Alhamuddin, 2019). The endeavor to enhance an employee's technical, intellectual, conceptual, and ethical capabilities in line with workplace requirements through education and training is known as employee or worker self-development. Elastic companies might attempt to foresee and position themselves against all types of external and internal environment effects. By adopting self-development programs to enhance the quality and skills of human resources, organizations and companies may anticipate changes in the future. The goal of the activity is to lessen the company's commitment to the hiring process by giving the current employees sufficient training, access to information, and the opportunity to have a deeper understanding of the job through human resource scheduling activities (Hasibuan, 2018).

Goals and advantages of worker self-development are shared by employers, employees, customers, and the community at large who utilise the company's products or services. Fundamentally, development is about the following (Hasibuan, 2018):

1. Employees' technical, interpersonal, and management abilities are improving, their increased productivity will result in improved quality and more output.
2. Inefficiencies in production costs tend to be lower when a firm is efficient with its labor, time, raw materials, and machinery, increasing its competitiveness.
3. Reduce damage to products, output, and equipment as workers gain proficiency in their respective roles
4. Better service from employees to customers since satisfied customers are a major draw for the business's partners.
5. Employee development will improve their attitude by enhancing their competence and abilities in relation to their workload, resulting in a greater sense of enthusiasm for doing their work properly.
6. There are more opportunities for staff roles to be promoted. as accomplishments in work and talents in general are superior. Promotions are often granted based on an individual's abilities and accomplishments.

7. Of their technological, interpersonal, and management abilities, managers are becoming more responsive and rapid decision makers.
8. If coworker relationships are more flexible and motivation is more planned, a leader will have greater influence and be able to continue the growth of collaboration in a straight and lateral path.
9. Reciprocity is the idea that as workers are more proficient at their jobs, their wages will rise.
10. Give the community or customers beneficial uses so they may benefit from more valuable products or services.

According to Busro (2020) self-development indicators:

1. Career clarity as determined by obvious promotions, the chance to advance to the position of head or deputy head or leader, and the ability to hold certain roles within the current organizational structure.
2. The possibility to take part in different trainings, chances to further education, chances to attend different seminars, talks, and workshops, and chances to take part in different competency courses to get a certificate of expertise are all indicators of one's level of self-development.
3. Increasing employee self-discipline, loyalty, and motivation is a key indicator of improved performance quality.

Perception of Organizational Support

The phase of perception is when a person organizes and interprets events in an attempt to provide context for their environment. Since everyone interprets stimuli differently, it is possible for people who are not alike to gradually perceive the same item in various ways. Stated differently, the process of receiving, organizing, and interpreting prepared stimuli in a way that might shape behavior and attitudes is what constitutes the notion of organizational support (Siagian, 2018). The actions done by workers of an organization to perceive the organization where they are in supporting the contributions made by employees to the organization is known as perception of organizational support. The foundation of perceived organizational support is the belief held by staff members that their efforts are valued and that the company is concerned about their well-being (Herlina, 2021).

Perception of organizational support is the way in which individuals organize and say their tactile memories to make sense of those around them. When employees master the perception that their work is valued and noticed by the company, it will motivate employees to integrate their team as members of the organization into their identity (Robbins & Judge, 2018). In essence, an organization's commitment to its workers is demonstrated by the assistance it offers them. When employees receive encouragement, they improve their performance at work in return. Employees will view organizational support in the form of pay, training, advancement, and workplace safety as evidence of the organization's care for their well-being. Employees develop favorable behavior towards the organization as a result of receiving assistance from it in the form of trust. Employee confidence in the organisation will exist if staff members believe that management genuinely cares about their well-being and wants to share benefits. Because they want the company to succeed, workers will likewise put in more effort and perform better. Developing and enhancing individual or organisational work results can be greatly aided by the sense of organisational support during times of crisis.

The following are significant employee perception categories that are related to how supportive an organization is perceived (Robbins & Judge, 2018):

1. Justice
Here, fairness is determined by how it is applied to employee decisions on HR administration. The sense of organizational support is strongly impacted by HR fairness events over time, indicating that the organization cares for the well-being of its employees. Justice has both a social and an organized component. The official regulations and personnel choices comprise the structural element. In the meantime, the social component is also known as interactional justice, and it refers to how workers are treated by rewarding their loyalty and self-worth with presents.
2. Employer support
Workers export perceptions of how leaders value their opinions and concern for their well-being. Directors see their superiors' orientation as an indicator of the firm's support since they are owners of the company and are responsible for directing and assessing staff performance.
3. Organizational and Working Conditions Awards
Salary, acknowledgement, and promotions, workplace safety, self-sufficiency, stress roles, and staff training are some examples of these organizational benefits and working circumstances.

Indicators of organizational support perception (Takaya, et al, 2020) are:

1. Awards: The company bestows awards on employees for their accomplishments in the form of recognition,

pay raises, promotions, and access to resources that help them perform better.

2. Development: Employees receive development in the form of possibilities for advancement.
3. Working circumstances: The situation of the workplace is referred to as working conditions.
4. Take care of: worker welfare The organization's concerns for its employees include caring for their well-being, paying attention to their opinions and grievances, and showing an interest in the work they accomplish.

Quality Of Work Life

A better job may be realized through the Quality of Work Life (QWL) approach, which enhances life quality. Employees have the ability to make decisions about how to organize their life within the confines of the workspace thanks to QWL, which is a method by which a firm reacts to what its workers require (Robbins & Judge, 2018). QWL is an organized endeavor in work life through a procedure that allows workers to have a say in how they operate and the assistance they provide the business to meet its goals and diverse aims (Siagian, 2018).

The primary goal of Quality of Work Life is to ensure that all duties performed in the workplace are in harmony with technology and other people. Next, Quality of Work Life serves as a leadership step in recognizing the demands of members and the organization substantially and continually, as a methodical management technique to gather and channel the potential of human resources in the organization. The management team uses a concept known as "quality of work life," or QWL, to manage the organization as a whole and human resources specifically. To see how management evaluates employees, organizations, and human resources, refer to the quality of work life. The philosophy's primary tenets include management's recognition of the effects of work on human resources, the efficacy of the business, and the necessity of employee participation in decision-making, particularly with regard to employment, career advancement, compensation, and their future within the organization (Busro, 2020).

Environments with high QWL are characterized by the following characteristics (Wibowo, 2018):

1. Employees take involved in fixing problems
2. Employees can have an impact on a proposal.
3. Employees can get constructive reciprocity.
4. Workers are well informed about the organization's success
5. Karyawan percaya bahwa pekerjaan mereka aman.
6. Karyawan suka mengembangkan kerja tim mereka dan menjadi anggota unit yang kohesif.
7. Karyawan menganggap pekerjaan mereka sulit dan memuaskan.

Davik, et al (2023) said that there are eight dimensions of Quality of Work Life:

1. Fair and adequate compensation: The pay that employees get from the firm is sufficient to cover their basic necessities, maintain a respectable level of life, and provide them with the same opportunities as other employees in similar positions. However, a reasonable compensation that is standard and fair illustrates the fundamental elements of the quality of life at work, which is helpful in motivating, luring, and controlling people.
2. Safe and healthy workplace: When it comes to the physical and emotional well-being of workers, a safe and healthy workplace is deemed enjoyable. Risky and unhealthy working conditions can also be problematic for companies. Employees are therefore not placed in situations where they could endanger themselves, but rather in settings that reduce the risks associated with mishaps. Along with following a set timetable, this also has to do with regular working hours.
3. Development of human capacity: The human resource development component is evident in the choice of businesses that offer an environment that gives workers the chance to further their education and exercise their independence. If the organisation allows workers to use their talents, knowledge, and independence to finish tasks, their work lives will be of higher quality.
4. Stability and growth: These factors are seen as include job stability, personal development, and professional progression as factors that contribute to preserving the quality of work life. A job can aid in identifying and developing a person's potential. The person's skills and abilities may be developed and utilized to their utmost potential, and the additional prospects for advancement can subsequently be translated into revenue.
5. Social integration: Social integration emphasizes the key components of what rights employees have to the organization. For instance, employees who are open, flexible, and believe in unity and bonding will be content with their work and will feel a connection to the organization.
6. Constitutionalism: This legal theory emphasizes the ownership of laborers and the rights that can be afforded to them. These rights are interconnected and include the freedom to express one's emotions, worker punishments, and entitlements to personal rights.
7. Total life space: Considered to be one of the most significant factors influencing how well a person spends their leisure time at work. such as a balance between work and leisure, time with family, and rest periods. This is due to the fact that workers have responsibilities outside of work, such as being a wife, mother, or father,

and having kids who need to spend time with their families.

8. Social relevance: The organization's sense of duty to preserve the standard of the working environment is the major emphasis of social relevance. This conduct relates to polite conduct, such being straightforward while addressing product issues and not endangering the environment. Customers and the larger community in the area where the business is located are concerned about this. Businesses or organizations that maintain their social obligations will see a decline in the value placed on their labor.

The Conceptual Model of the Study in this study is:

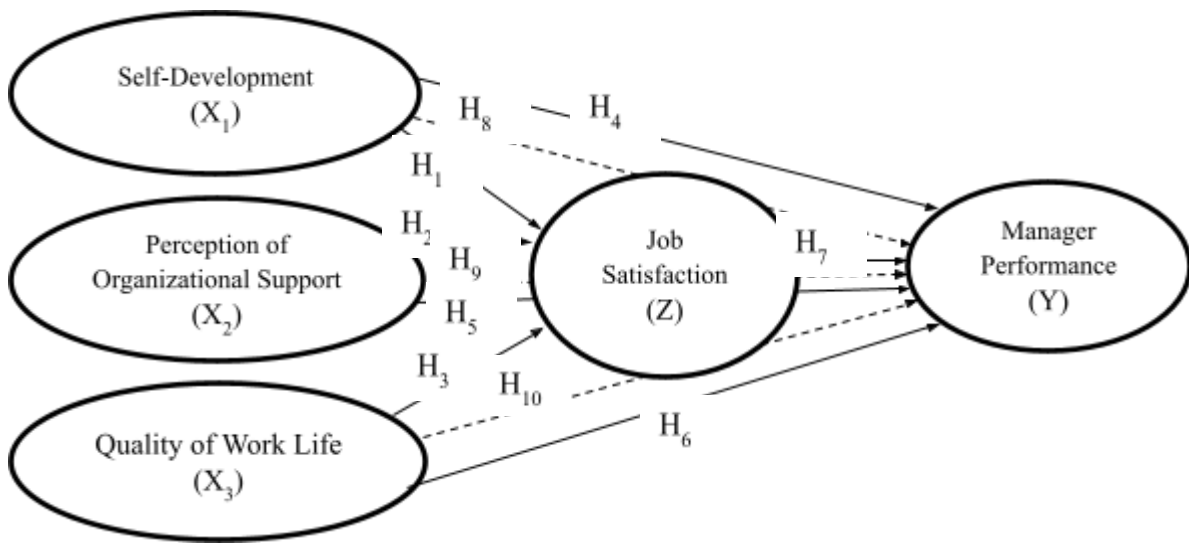


Figure 1. Conceptual Model of the Study
Source: Authors (2024)

Based on the framework and research model, the hypothesis in this study can be formulated as follows:

- H₁ :Self-Development Has a Positive and Significant Effect on Job Satisfaction of SP(P)BE Managers of PT Pertamina Patra Niaga's partners.
- H₂ :Perception of Organizational Support Has a Positive and Significant Effect on Job Satisfaction of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₃ :Quality Of Work Life Has a Positive and Significant Effect on Job Satisfaction of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₄ :Self-Development Has a Positive and Significant Effect on the Performance of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₅ :Perception of Organizational Support Has a Positive and Significant Effect on the Performance of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₆ :Quality Of Work Life Has a Positive and Significant Effect on the Performance of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₇ :Job Satisfaction Has a Positive and Significant Effect on the Performance of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₈ :Job Satisfaction Mediates Self-Development to the Performance of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₉ :Job Satisfaction Mediates the Perception of Organizational Support for the Performance of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.
- H₁₀ :Job Satisfaction Mediates Quality Of Work Life to the Performance of SP(P)BE Managers of PT Pertamina Patra Niaga Partners.

RESEARCH AND METHODOLOGY

The kind of study that is being employed is quantitative research. Examining the link between one variable and another is a technique used in quantitative research to find patterns in hypotheses. This variable is computed so that nominal data may be examined using statistical techniques (Creswell, 2018). When doing inferential research (hypothesis testing), a quantitative technique is employed, which yields a conclusion on a major mistake in the rejection of the rejected hypothesis. The impact of group differences or the impact of the interactions between the variables under study will be determined using quantitative approaches. Correlation and causality links are two types of variable relationships that are examined. While causality relationships examine the causal link (impact) of independent factors to bound variables, correlation relationships seek to determine the relationship (correlation) between study variables.

The most pertinent operational definitions for the variables under study must be chosen and determined by researchers. The study's variables are:

1. Independent variables, namely predictor variables, are variables that can affect changes in bound variables and have a positive and negative relationship. The independent variables in this study are Self-Development (X_1), Perception of Organizational Support (X_2), and Quality Of Work Life (X_3).
2. Dependent Variable or called criterion variable, is the main concern (as a factor that applies in observation) and at the same time is the target of research. The bound variable in this study is organizational performance (Y).
3. The mediating variable (Intervening) used in this study is Job Satisfaction (Z). Job satisfaction is a mediating variable that helps explain how and why independent factors influence dependent variables, enhances the relationship between independent and bound variables by providing emotional and motivational support, and raises the value of independent variables by influencing performance both directly and indirectly.

Table 1. Variable Operations

Variable	Indicators	Measurement scale
Manager Performance (Y)	a. Quality of Work; b. Quantity; c. Punctuality; d. Effectiveness; e. Independence (Robbins & Judge, 2018)	Likert
Job Satisfaction (Z)	a. The work itself b. Salary or wages c. Promotion d. Co-Work e. Observation or supervision (Lee & Kim, 2023))	Likert
Self-Development (X_1),	a. Explicit promotion b. Opportunity to become a head/leader or deputy head/leader c. Opportunity to occupy certain positions in accordance with the existing organizational structure. d. Opportunity to participate in various trainings, e. Opportunities to continue education, f. Opportunity to participate in various seminars/ discussions/ workshops, g. Opportunity to take part in various competency courses to obtain a certificate of expertise. h. Increased self-discipline, i. Loyalty j. Increased motivation (Busro, 2020)	Likert
Perception of Organizational Support (X_2)	a. Awards b. Development c. Working conditions d. Care for welfare	Likert

Variable	Indicators	Measurement scale
	(Takaya, et al, 2020)	
<i>Quality Of Work Life</i> (X3)	a. Adequate and fair compensation b. Safe and healthy environment c. Development of human capacity d. Growth and security e. Social integration f. Constitutionalism g. Total life space h. Social relevance (Davik, et al, 2023)	Likert

Source: Author (2024)

The population is a component of the study subject group that is used to generalize research findings. This topic group has to have unique qualities or qualities that set it apart from other subject groups. The population in this study is all SP(P)BE partners of PT Pertamina Patra Niaga located in Central Java Province and D.I Yogyakarta.

The sample is part of the population to be studied. The sample used in the study is by using a simple random sample of this organization that can and is willing to answer the research questionnaire. The number of population is known to be 110 SP(P)BE partners so that the calculation of the sample selection used in this study can be calculated using the Solvin formula:

$$n = \frac{N}{1+Ne^2}$$

$$n = \frac{110}{1+(110 \times 0,05^2)}$$

$$n = 87$$

The results of the sample calculation obtained were 87 SP(P)BE partners of PT Pertamina Patra Niaga located in Central Java Province and D.I Yogyakarta.

The author used many data collection methods to obtain data and information for the purposes of this research, including: Because respondents only check the answers they deem to be right, the questionnaire utilized in this study falls under the category of privacy questionnaires. An instrument used by a researcher to quantify a phenomena that has happened is called a research instrument. This study's data selection tool is a written list of statements called a questionnaire, whose purpose is to gather information from respondents in the form of responses. Distributed and completed the study's questionnaire was SP(P)BE, a Central Java Province partner of PT Pertamina Patra Niaga, together with D.I. Yogyakarta.

In order to gather data for this study, a questionnaire approach employing a Likert scale was utilized to gauge participants' attitudes, views, and perceptions on social settings. The Likert scale is a tool for evaluating an individual's or a group's attitudes, beliefs, and perceptions on social circumstances. After then, it is broken down into quantifiable parts and the locations of the benchmarks are shown in order to create point items in the form of questions that the respondents must then respond to.

Table 3. Likers Scale Category

Category	Value Scale
Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Source: Author (2024)

The data analysis technique used in this study to fill in the research hypothesis is to use the validity and reliability testing stages to test the research questionnaire. Followed by the test of the classic assumptions that were tested were normality, multicollinearity test, heteroscedasticity test, model fit test (f test), analysis path, and hypothesis test.

RESULT AND DISCUSSION

Result

The gender characteristics of the respondents are derived from a total of 100% of the respondents, with 67.8% of respondents being male and the remaining 32.2% being female, according to the conducted poll. According to the data gathered from the study's outcomes, 46% of respondents had a D3 educational background, 40.2% had an S1 educational background, and the remaining 13.8% had an S2 educational background. These figures represent the characteristics of the respondents based on the total 100% of respondents' educational background. Of all responses, 100%, 74.7% reported being married, while the remaining 25.3% reported being single. To determine if a questionnaire is correct or not, one uses the validity test findings. If the statements or questions in the questionnaire can be used to determine what the questionnaire will compute, then it is determined to be valid. The valid index value must be greater than 0.213 in order for an instrument point to be deemed legitimate. Since the validation index is derived from r tables, any statements that are deemed incorrect and have a correlation level less than 0.213 ought to be updated:

Table 4. Validity test results

	Indicator	Item Correlation
Self-developm ent (X ₁)	X _{1.1}	0,594
	X _{1.2}	0,374
	X _{1.3}	0,497
	X _{1.4}	0,557
	X _{1.5}	0,622
	X _{1.6}	0,604
	X _{1.7}	0,437
	X _{1.8}	0,622
	X _{1.9}	0,420
	X _{1.10}	0,345
	X _{1.11}	0,334
	X _{1.12}	0,564
	X _{1.13}	0,657
	X _{1.14}	0,558
	X _{1.15}	0,452
	X _{1.16}	0,332
	X _{1.17}	0,561
	X _{1.18}	0,426
	X _{1.19}	0,417
	X _{1.20}	0,402
Perception of organizational support (X ₂)	X _{2.1}	0,641
	X _{2.2}	0,600
	X _{2.3}	0,463
	X _{2.4}	0,711
	X _{2.5}	0,625
	X _{2.6}	0,770
	X _{2.7}	0,683
	X _{2.8}	0,678
Quality Of Work Life (X ₃)	Q X _{3.1}	0,548
	X _{3.2}	0,507
	X _{3.3}	0,515
	X _{3.4}	0,613
	X _{3.5}	0,625
	X _{3.6}	0,657
	X _{3.7}	0,630
	X _{3.8}	0,600
	X _{3.9}	0,658
	X _{3.10}	0,614
	X _{3.11}	0,658
	X _{3.12}	0,725
	X _{3.13}	0,766
	X _{3.14}	0,567

	X _{3.15}	0,582
	X _{3.16}	0,515
Job satisfaction (Z)	Z.1	0,548
	Z.2	0,633
	Z.3	0,708
	Z.4	0,567
	Z.5	0,546
	Z.6	0,532
	Z.7	0,554
	Z.8	0,735
	Z.9	0,682
	Z.10	0,695
Performance (Y)	Y.1	0,617
	Y.2	0,682
	Y.3	0,538
	Y.4	0,504
	Y.5	0,604
	Y.6	0,611
	Y.7	0,544
	Y.8	0,535
	Y.9	0,517
	Y.10	0,443

Source: Data processed by author (2024)

It may be concluded that all of the items or points in each statement are valid collectively or have converged as Table 4 demonstrates that every item or point in every statement has a correlation item value greater than 0.213. Whereas the PD1.16 item or indicator has the lowest value, 0.332, and the PDO2.6 item or indicator has the greatest value, 0.770. Thus, it can be said that every item or question indication employed in this study likewise satisfies the standards.

Table 5. Reliability Test Results

	<i>Cronbach Alpha</i>
Self-Development	0,639
Perception of Organizational Support	0,791
Quality of Work Life	0,886
Job Satisfaction	0,824
Manager Performance	0,758

Source: Data processed by author (2024)

Table 5 demonstrates that every question item or construct in the research model has a Cronbach Alpha value that is found to be greater than or equal to 0.6, indicating that every item has been estimated and satisfies the requirements for composite reliability.

Table 6. R Square Test

	<i>R-Square</i>
Job Satisfaction	0,870
Manager Performance	0,952

Source: Data processed by author (2024)

Table 6 displays the results of the determination coefficient test above, so it can be known that:

1. The influence of self-development, perception of organizational support and quality of work life on job satisfaction has an R-Square value of 0.870, meaning that 87.0% of the variation in job satisfaction can be explained by the variation in self-development, perception of organizational support and quality of work life. The remaining 13.0% was explained by other variables.
2. The influence of self-development, perception of organizational support, quality of work life and job satisfaction on the performance of work managers has an R-Square value of 0.952, meaning that 95.2% of the

variation in managerial performance can be explained by the variation in self-development, perception of organizational support, quality of work life and job satisfaction. The remaining 4.8% was explained by other variables.

Table 7. Hypotesis Test

Variabel	Probability Signifikansi
Self-Development □ Job Satisfaction	0,000
Perception of Organizational Support □ Job Satisfaction	0,000
<i>Quality Of Work Life</i> □ Job Satisfaction	0,000
Self-Development □ Manager Performance	0,000
Perception of Organizational Support □ Manager Performance	0,000
<i>Quality Of Work Life</i> □ Manager Performance	0,000
Job Satisfaction □ Manager Performance	0,000
Self-Development □ Job Satisfaction □ Manager Performance	0,000
Perception of Organizational Support □ Job Satisfaction □ Manager Performance	0,000
<i>Quality Of Work Life</i> □ Job Satisfaction □ Manager Performance	0,000

Source: Data processed by author (2024)

Table 7 shows that the probability value of the significance of the hypothesis test of all hypothesis formulations has a significance value of less than 0.05, therefore it can be concluded that the hypothesis formulation in the study is acceptable.

The following table explains how job satisfaction bridges the relationship between independent variables and bound variables, clarifying the role of mediation in relationship mechanisms:

Table 8. Nature of Job Satisfaction Mediation Variables

Independent Variable	Mediation Variable (Job Satisfaction)	Bound Variable (Manager Performance)	Mediation Explanation
Self-Development	Increased sense of achievement and reward	Increased innovation and work effectiveness	Job satisfaction is the link between learning opportunities and performance improvement.
Perception of Organizational Support	Strengthening of appreciation and loyalty	Increased motivation and productivity	Organizational support increases satisfaction, which motivates optimal performance.
Quality of Work Life (QWL)	Psychological and emotional comfort	Increased commitment and work results	A good work environment creates satisfaction, which leads to high performance.

Source: Data processed by author (2024)

Discussion

The discussion in this study will explain the findings of the test results from the research hypothesis that has been explained, namely:

1. Hypothesis 1: Self-development has a significant effect on job satisfaction (H_1)

The findings of the study show that self-development has a significant influence on job satisfaction. This is in line with research by Purnama & Nurmatias (2020) which found that opportunities for self-development in the workplace provide a sense of achievement that increases job satisfaction. Fadhillah & Manggabarani (2020) also revealed that skill development through adequate training is directly related to high levels of job satisfaction, as employees feel more competent and valued in their work.

2. Hypothesis 2: Perception of Organizational Support Has a Significant Effect on Job Satisfaction (H₂)
 This study also shows that the perception of organizational support has a significant influence on job satisfaction. According to Fadhillah & Manggabarani (2020), high organizational support gives a sense of appreciation and attention, which leads to increased job satisfaction. This is in line with the results of research by Savitri and Komalasari (2021) which emphasized that a positive perception of the support provided by the organization can strengthen employee commitment and job satisfaction.
3. Hypothesis 3: Quality of Work Life Has a Significant Effect on Job Satisfaction (H₃)
 The findings of the study indicate that the quality of work life (QWL) has a significant effect on job satisfaction. Hasmalawati & Hasanati (2023) in her research emphasized that a good QWL, which includes aspects such as a safe work environment, good social relationships, and work-life balance, greatly contributes to higher job satisfaction. Parsons & Roper (2019) also found that QWL is closely related to increased job satisfaction, especially in organizations with a culture that supports employee well-being.
4. Hypothesis 4: Self-development has a significant effect on managers' performance (H₄)
 The results of the study show that self-development has a significant effect on manager performance. Ángeles López, Cabarcos et al., (2022) show that effective training and development improve managerial skills, which leads to improved performance. This is in line with the findings of Djohan and Surya (2023) who stated that the ability of managers to develop in their roles greatly affects their performance at work.
5. Hypothesis 5: Perception of Organizational Support Has a Significant Effect on Manager Performance (H₅)
 The perception of organizational support also has a significant effect on managers' performance, according to research by Herlina, (2021) which shows that support from organizations can increase managers' motivation and commitment, which in turn improves their performance. Purnama & Nurmatias (2020) also confirmed that a positive perception of support from the organization can motivate managers to work more productively and effectively.
6. Hypothesis 6: Quality of Work Life Has a Significant Effect on Manager Performance (H₆)
 This study found that QWL has a significant effect on manager performance. Karoso et al. (2022) in the theory of job satisfaction explained that a good quality of work life creates conditions that support high productivity. Riskawati et al (2023) also showed that a work environment that supports physical and psychological well-being affects the positive performance of managers.
7. Hypothesis 7: Job Satisfaction Has a Significant Effect on Manager Performance (H₇)
 Job satisfaction was shown to have a significant effect on manager performance in this study, which is in line with Alfarizi et al (2022) who found that job satisfaction has a strong positive relationship with individual performance. Paais & Pattiruhu (2020) also showed that individuals who are satisfied with their work tend to perform better.
8. Hypotheses 8, 9, and 10: Job Satisfaction Mediates the Influence of Self-Development, Perception of Organizational Support, and Quality of Work Life on Manager Performance (H₈, H₉, H₁₀)
 These three hypotheses test the role of job satisfaction as a mediating variable. Fauziah and Rachmawati (2021) stated that the mediation variable functions to explain the mechanism that connects the independent variable with the bound variable. Parnoan's research (2019) supports that job satisfaction mediates the relationship between self-development and performance, as well as organizational support and QWL. Similar results were found in a study by Aghaei et al. (2022) which confirmed that job satisfaction plays an important role in mediating the relationship between independent variables and manager performance.

Overall, the findings in this study confirm that all hypotheses are accepted, with each variable (self-development, organizational support, QWL) proving to have a significant effect on job satisfaction and manager performance, either directly or through the mediating role of job satisfaction. These results are consistent with management theories that emphasize the importance of psychological and social factors in improving individual and organizational performance.

The real impact is if job satisfaction increases, employees will be more motivated, more loyal to the company, and have lower stress levels. If the organization's support is high, employees feel valued and supported, thus increasing their commitment and productivity. If self-development is implemented properly, employees have opportunities to learn and grow, so they are more confident and ready to face job challenges. If work-life balance is maintained, employees have enough time for personal life, which has an impact on their mental health and job satisfaction.

CONCLUSION

Looking at the results of the analysis and discussion, several conclusions can be obtained, it can be said that job satisfaction is positively and significantly impacted by self-development, perceptions of organizational support, and work-life balance. Additionally, the factors of job happiness, work-life balance, impression of organizational support, and self-development all significantly and favorably affect manager performance. The association between manager performance and self-development, perceptions of organizational support, and quality of work life can actually be mediated by the job satisfaction variable.

It is hoped that future research will replace mediation variables other than job satisfaction because, according to the study's conclusion, the job satisfaction variable can mediate between self-development, perception of organisational support, and quality of work life on performance, but the influence is very small.

Based on the findings, the theoretical implications for future research should be able to broaden the scope of the study and include variables related to work culture, work stress, and job characteristics in order to identify other factors that enhance organizational citizenship behavior.

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