

Role of Work Climate Mediate the Effect of Career Growth on Non-Permanent Employee's Job Satisfaction (Empirical Study At 5-Stars Hotel In Bali, Indonesia)

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ABSTRACT : Human resources have an important role in the company such as planning, organizing, managing and controlling every job satisfaction activity plays an important role in a company. If the work climate and career growth are in line with expectations, employees will be satisfied. The purpose of this study is to analyze the role of work climate mediation in the influence of career growth on temporary employee job satisfaction at five star hotel in Bali, Indonesia. The sample in the study was 55 respondents. The data analysis techniques used in this study were path analysis and Sobel test. The results show, career growth has a positive and significant effect on job satisfaction, career growth has a positive and significant effect on the work climate, the work climate has a positive and significant effect on job satisfaction, career growth has an indirect effect on job satisfaction through work climate.

KEYWORDS: *Career Growth, Job Satisfaction, Work Climate*

I. INTRODUCTION

Bali has a rapid development of tourism, in this case the increase in hotel accommodation, the development of the hospitality industry in Bali is proven by statistical data in 2000 that there were only 113 hotels and soared to 507 hotels in Bali in 2019. job satisfaction of employees so that this can improve the quality of employees. According to Pandey & Singh (2016) job satisfaction is a picture of an employee's emotional or pleasant attitude and loves work wholeheartedly. From the employee's pleasing attitude, it will trigger job satisfaction which also affects the quality of employee work. In addition, job satisfaction also has a good effect on the achievement of company goals. This is because job satisfaction plays an important role for the organization because it is one of the criteria that determines the success of an organization in meeting the needs of its members.

According to Ahmad et al.(2018), "employees who are satisfied with their work tend to be more creative and innovative which helps businesses to grow, develop and bring positive changes according to the market situation." Then Amanda & Mujiasih (2018) also stated that job satisfaction can affect work behavior, and organizational performance is influenced by employee satisfaction. This is because employees who are satisfied with what is obtained from the company tend to provide something more for the company and try to improve their performance so that they continue to get job satisfaction which will then result in maximum performance (Muayyad & Gawi, 2017)

By seeing the importance of employee satisfaction, hotel companies must always pay attention to the factors that can affect job satisfaction and dissatisfaction. In this context, job satisfaction is also very useful in achieving work performance. The higher the level of job satisfaction felt by employees, the higher the work performance achieved. Conversely, employees who do not have a sense of satisfaction in their work performance level tends to decline. In general, companies carry out agreement activities with employees related to benefits and job descriptions that will be carried out while working. In article 1 paragraph 14 of the Indonesia Employment Law, a work agreement is an agreement between a worker / laborer and an entrepreneur or employer that contains the terms of work conditions, rights and obligations of the parties.

There are two types of staffing that also apply in hotels, namely permanent employees and non-permanent employees. Permanent employees are employees who have had a contract or work agreement with the company for an unspecified period. Meanwhile, non-permanent employees are classified as outsourcing. Outsourcing indicates a situation of working relationship that is not fixed, within a certain time, the work status is freelance, unsecured and uncertain. Thus, the issues examined in this study are problems related to job satisfaction of contract employees at Hotel The Westin Resort Nusa Dua. The Westin Resort Nusa Dua Hotel is located in the Nusa Dua tourism area, ITDC Lot N-3 Nusa Dua, Bali, Indonesia

Based on the results of pre-research through the interview method with 7 employees of The Westin Resort Nusa Dua Hotel, consisting of two Recreation department employees, one Front office employee, one SPA department employee, two Food and Beverage Department employees and one Engineering department employee, the lack of job satisfaction in non-permanent employees, by making comparisons between non-permanent employees and permanent employees which causes a lack of job satisfaction for non-permanent employees. From these results the decrease in job satisfaction in the Recreation, Front office, SPA, Food and Beverage Department and Engineering departments occurred because employees did not have the opportunity to develop careers which led to employee job dissatisfaction with their jobs.

The Westin Resort Nusa Dua Hotel experienced a decrease in employees where in January there were 121 non-permanent employees and 537 permanent employees, while in February there were no non-permanent employees who were extended, and permanent employees were 537 people, in March there was a decrease. permanent employees were 64 people, so the total number of permanent employees was 437, in April the total employees were 389 people. Non-permanent employees are not extended and permanent employees also experienced a decline from February to April. This indicates a lack of company policy in implementing job promotion in this case employee career development and a lack of appreciation for work performance achieved by employees who have performed well in the company.

From the results of interviews with hotel managers, it was found that the emergence of non-permanent employees to permanent employees through current promotions led to an understanding such as two sides of a knife, where there is an employee career development system, coupled with more understanding of company transformation. But on the other hand this can have a bad impact, especially for employees who have been exploring careers for a longer period of time and have gone through long career paths because they still use the previous career development system. In addition, their experience and knowledge of the actual state of the company causes a tendency for friction and understanding among employees. The work portion and responsibilities are the same but the salary they receive is different because for non-permanent employees they do not get a monthly service charge and bonus, for non-permanent employees they get the same workload as permanent employees but the salary they receive is different. which makes non-permanent employees feel less satisfied and causes a lack of job satisfaction.

Job satisfaction can be influenced by two factors, namely external factors and internal factors of employees. Related to external factors, namely the work climate, then internal factors, namely career growth. Work climate is one of the feelings felt by a person or group in an organization that encourages and influences them to take actions or decisions because there is no desire for the non-physical climate they expect. Work climate is needed in realizing employee job satisfaction. According to Denton & Maatgi (2016), "work atmosphere is very important because it can encourage enthusiasm to work better in achieving organizational goals."

One of the goals of employees in joining a company is to be able to build a career and also get job satisfaction that will be obtained in compensation and benefits. Career development is the answer so that employees are able to get better positions in the company. Everyone certainly wants a development or an increase in their career. Although some people think that one's career development is largely influenced by luck, career development still requires proper planning and utilization of good opportunities so that careers can develop as desired (Suadnyana & Supartha, 2018)

Basically, career growth is a vertical movement between work and individual career descriptions of employees, which is inherent in individual employee development. Career growth is an important concept for a company considering that it is useful for harmonizing with changing conditions that occur within the company. In addition, for employees, career growth is a form of appreciation for the achievements that have been obtained. Job satisfaction of an employee can be seen from the influence of the existing work climate in the company and how much the existing career development program in a company is able to make employees satisfied with their work (Ashraf, 2019).

According to Alam & Asim (2019) The work climate and career development can be a factor in the emergence of employee satisfaction which in turn will affect the employee whether or not to be given career growth. The sense of satisfaction that arises from a positive work atmosphere and a good career development in the company is able to bring out a sense of employee satisfaction with their careers, because job satisfaction is closely related to the work climate in creating employee career growth.

As a **research gap**, Kanwal & Tariq (2016) shows that job satisfaction has a significant negative correlation to career growth besides research conducted by Tobing (2016), research show that career development has no effect on job satisfaction.

II. HYPHOTHESIS DEVELOPMENT

Several studies have explained that there is a relationship between career growth and job satisfaction, such as research conducted by Robianto et al. (2020) which shows that career growth opportunities have

implications for increasing organizational commitment and job satisfaction, as well as reducing the desire to change jobs

H1: Career growth has a positive and significant effect on non-permanent employee job satisfaction

De Cuyper et al. (2020) show that the career growth given to employees is supported by the employee's performance in the employee's work ethic. In improving employee performance, organizational climate can improve employee performance in achieving employee career growth. Akhmetshin et al. (2018) show that work climate and career development have a significant direct effect on job satisfaction. Jiang et al. (2020) shows that the emotional stability of each individual, extroversion, conscientiousness, and openness are closely related to growth in an organization. The results also show that there is a significant role that is influenced by personality and contextual factors that are positively related to organizational career growth. Ragab & Elshazly (2019) shows that improving the communication climate results in higher organizational and structural career growth rates.

H2: Career growth has a positive and significant effect on the work climate of non-permanent employees

Work climate is one of the feelings felt by a person or group in an organization that encourages and influences them to take actions or decisions because there is no desire for the non-physical climate they expect (Sukmawati et al., 2019). Salindeho (2016) and Kurniawati & Mistar (2019), found that the work climate has a significant relationship with job satisfaction. Huang et al. (2016), obtaining research results show that perceptions of employee safety climate are associated with the level of job satisfaction, engagement, and objective employee turnover rates, thus supporting the application of social exchange theory. Asgari et al. (2019) shows that identifying ethical stressors in the workplace and providing appropriate feedback to the authorities eliminates these factors and improves the ethical climate in the workplace can help increase job satisfaction in nurses and lead to higher quality care

H3: work climate has a positive and significant effect on job satisfaction for non-permanent employees

Dordoni et al. (2019) show that the calculated Mean Square Residual (SRMSR) value can mediate between work climate, career growth and job satisfaction in employees. Rai & Maheshwari (2020) found that job characteristics positively affect job, organizational involvement and job satisfaction. Full mediation with job involvement between the relationship between job characteristics and job satisfaction and organizational engagement was established after testing the mediation hypothesis. Yu et al. (2019) states that job-related identity differences have a clear positive effect on employee turnover intention through job satisfaction. Zhang et al. (2017) shows that job satisfaction partially mediates the relationship between P-Office and turnover intention. This study is among the first studies to explore the relationship between P-O-fit, turnover of intention and job satisfaction of human resources in China. Guarnaccia et al. (2018), shows that worker insecurity is negatively related to job involvement, job satisfaction and general health. Job self-efficacy mediates the relationship between job insecurity, job linkages, job satisfaction and health among employees in the private and public sectors.

H4: Work climate mediates the effect of career growth on job satisfaction in non-permanent employees

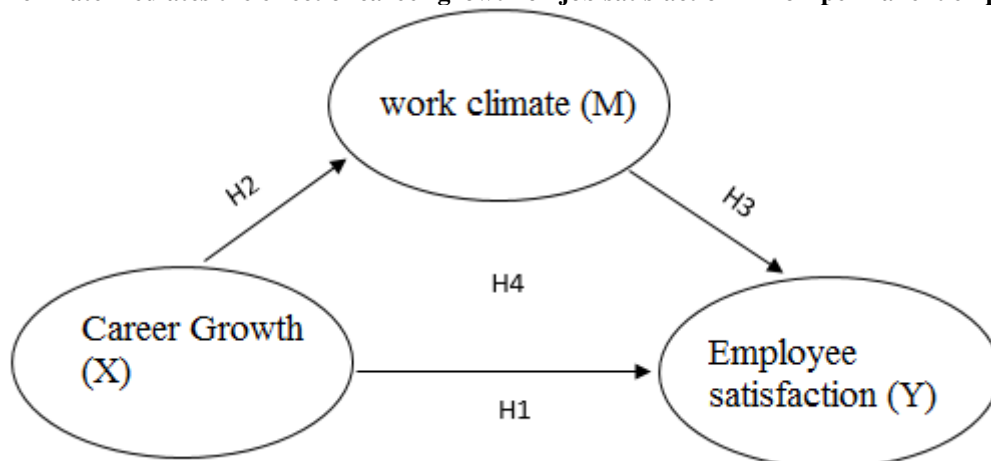


Fig. 1 Conceptual framework

III. RESEARCH METHODS

3.1 Research Design

This study uses an associative quantitative research design to examine statistical data and test a hypothesis, with a questionnaire as the instrument used. This is because there is a causal relationship (cause - effect) between the independent variables of career growth and work climate and the dependent variable is job

satisfaction. This research is located at The Westin Resort Hotel Nusa Dua, because there are problems with the job satisfaction of non-permanent employees at the Westin Resort Nusa Dua hotel, Bali, Indonesia. In this study the population is the number of non-permanent employees at The Westin Resort Nusa Dua, Bali, as many as 121 employees. Based on the Slovin formula, the number of samples obtained is 54.75 which is rounded up to 55 respondents. The method of determining the sample of this research is proportional random sampling. The methods used for data collection in this study are interviews and questionnaires.

3.2 Operational definition of the variable

3.2.1 Job satisfaction (Y)

Job satisfaction is the perception of non-permanent employees who feel happy with their work that is done or carried out by non-permanent employees. The indicators in job satisfaction are: (1) The job itself, (2) Salary, (3) Promotion, (4) Relationships with colleagues, (5) Cooperation with colleagues

3.2.2 Career Growth (X)

Career Growth represents the perception of individuals who are in an organization or company about the development of members in a career path that can be achieved by employees during a certain working period, with efforts to improve and also increase the effectiveness of employee performance so that they can make a good contribution in realizing company goals. Career growth indicators are: (1) Fair treatment in a career (2) Caring for superiors (3) Competence (4) Interest to be promoted (5) Formal education.

3.2.3 Work climate (Z)

Work climate is the perception of non-permanent employees regarding the situation around the employee, everything in the employee's work environment that can have a direct or indirect effect on the condition of the employee or the people around him. There are six indicators of work climate: (1) Communication, (2) Tolerance, (3) Freedom of opinion, (4) Freedom to complete work, (5) Kinship, (6) Obligation, (7) Praise

IV. RESULTS AND DISCUSSION

Table 1. Sub structural Path Analysis 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.148	0.356		3.227	0.002
Career growth	0.704	0.102	0.688	6.903	0.000
R ² : 0,473					

Table 1 indicate, “The career growth variable has a coefficient of 0.688 which means that career growth has a positive influence on the work climate, this means that if career growth increases, the work climate will increase by 0.688..”

Table 2. Sub structural Path Analysis 2

variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.062	0.342		3.108	0.003
Career growth	0.299	0.123	0.317	2.420	0.019
work climate	0.437	0.121	0.474	3.621	0.001
R ² : 0,531					

Table 2 indicate, “The career growth variable has a coefficient of 0.317, which means that career growth has a positive influence on job satisfaction, this means that if career growth increases, job satisfaction will increase by 0.317. The work climate variable has a coefficient of 0.474 meaning that the work climate has a positive influence on job satisfaction, this means that if the work climate increases, job satisfaction will increase by 0.474. In calculating the total coefficient of determination is 0.753, the conclusion is 75.3% of the variable Job Satisfaction in non-permanent employees at The Westin Resort Nusa Dua Hotel is influenced by career growth and work climate, while the remaining 24.7% is influenced by other factors not included in the research model or outside the research model.”

To test the significance of the indirect effect, the Z value of the ab coefficient is calculated by the following formula.

$$Z = \frac{ab}{\sqrt{b^2s_a^2 + a^2s_b^2 + s_a^2s_b^2}} \dots\dots\dots(1)$$

$$Z = \frac{0,688 \cdot 0,474}{\sqrt{(0,474^2 \cdot 0,102^2) + (0,688^2 \cdot 0,121^2) + (0,102^2 \cdot 0,121^2)}} = \frac{0,326}{0,097} = 3,360$$

4.1 Career growth on Job Satisfaction

Career growth has a positive and significant effect on job satisfaction. In other words, career growth increases, so job satisfaction in non-permanent employees at The Westin Resort Nusa Dua Hotel. This can be seen based on the analysis of Career growth which has a Beta value of 0.317 and a Sig. 0.019 <0.05. So that **H1 is accepted**. The progress of this work must pass through various efforts and activities carried out continuously, and the progress of work is also followed by increasing skills. These results identify that the values contained in career growth have a significant impact on job satisfaction for non-permanent employees at The Westin Resort Nusa Hotel.

4.2 Career growth on Work Climate

Based on the results of the career growth analysis on the work climate, it shows that career growth has a positive and significant influence on the work climate, in other words, the increasing career growth for non-permanent employees at The Westin Resort Nusa Dua Hotel, the higher the level of motivation at work for non-employees. -permanent. This can be seen based on the results of the Career growth analysis which has a Beta value of 0.688 and a Sig. equal to 0.000 <0.05. So that **H2 is accepted**. These results identify that the value contained in career growth has a significant impact on the climate for non-permanent employees at The Westin Resort Nusa Hotel. The work climate as measured by the peer indicator is able to reduce career growth at The Westin Resort Nusa Hotel. Meanwhile, the indicator, **the job itself**, is able to increase career growth at The Westin Resort Nusa Hotel.

4.3 Work Climate on Job Satisfaction

Based on the results of the work climate analysis on job satisfaction shows that the work climate has a positive and significant effect on job satisfaction, in other words if the work climate increases, job satisfaction for non-permanent employees at The Westin Resort Nusa Dua Hotel will increase. This can be seen based on the results of the work climate analysis which has a Beta value of 0.474 and a Sig value. equal to 0.001 <0.05. So that the **H3 is accepted**. Work climate is one of the feelings felt by a person or group in an organization that encourages and influences them to take actions or decisions because there is no desire for the non-physical climate they expect. These results identify that the value contained in the work climate has a significant impact on job satisfaction for non-permanent employees at The Westin Resort Nusa Hotel. Satisfaction as measured by the **salary** indicator can reduce the work climate at The Westin Resort Nusa Hotel. Meanwhile, the indicators of **colleagues** are able to improve the work climate at The Westin Resort Nusa Hotel.

4.4 Career growth on Job Satisfaction with Work Climate as a mediating variable

Based on the results in this study, it shows that career growth has a positive and significant effect on job satisfaction for non-permanent employees at The Westin Resort Nusa Dua Hotel with work climate mediation, so that the work climate is a mediating variable for the influence of career growth on job satisfaction, the results of the Sobel Test shows that the result is $Z = 3,360 > 1.96$. So that the **H4 is accepted**.

4.5 Research Implications

Based on the results of this study on the development of Human Resource Management and organizational behavior, especially regarding Career growth, Work Climate and Job Satisfaction, which are able to empirically prove the theory used in this study, namely the theory of Two Factor Theory or Hygiene-Motivation Theory. Which has the principle that job satisfaction and job dissatisfaction are two different things. This theory divides situations that affect a person's attitude towards his job into two groups, namely, the satisfiers or motivator groups, which are the factors that prove to be a source of job satisfaction where the presence of these factors will lead to satisfaction such as: recognition, responsibility, and promotion. The presence of this factor will lead to satisfaction but the absence of this factor does not always result in dissatisfaction, and the group of dissatisfiers or hygiene factors are factors that become sources of dissatisfaction such as policies, job security, interpersonal relationships, and working conditions. Improvements to this condition or situation will reduce or eliminate dissatisfaction, but will not lead to satisfaction because it is not a source of job satisfaction. Therefore, with an increasingly better career growth, the work climate will improve and will also increase job satisfaction. In addition, companies must also pay attention to job satisfaction for employees. Job satisfaction is very important and is related to employee morale as a support for the success of the company. The theoretical implication of the results of this study can also provide additional references for further research that discusses the work climate, career growth and job satisfaction.

V. CONCLUSION

5.1 Conclusion

Career growth has a positive and significant effect on job satisfaction. The more chance of career growth available in the company, the greater job satisfaction of employees. Career growth has a positive and significant effect on the work climate. The more chance of career growth available in the company, the work climate will be more for employees-friendly. Work climate has a positive and significant effect on job satisfaction. When work climate gets better, the job satisfaction of employees will increase. Career growth has an indirect effect on job satisfaction through the work climate. Thus, career growth has a significant effect on job satisfaction at The Westin Resort Nusa Dua Hotel employees by mediating the work climate, so that the work climate is a mediating variable for the influence of career growth on job satisfaction at The Westin Resort Nusa Dua Hotel employees.

5.2 Suggestions

Management can increase career growth by paying more attention to each employee, as well as providing self-development training for each employee, and providing opportunities for employees for promotion, being able to maintain communication between colleagues and superiors, because if communication is not well established it will have an impact on Employee performance and job satisfaction will decrease, as well as the bias to help one another, both colleagues towards coworkers and superiors with subordinates, evaluating employee work, and giving every employee the opportunity to provide criticism / suggestions in order to increase employee job satisfaction.

5.3 Research Limitations

The population of this study is only limited to the scope of The Westin Nusa Dua Hotel, so that these results cannot be used in different companies in similar or non-similar business fields. The study only discusses career growth and work climate as factors that affect job satisfaction, while based on the available literature there are many other factors that can affect job satisfaction. This research was conducted during the coronavirus pandemic (covid 19) so that in distributing the questionnaire there were obstacles so that in the process of distributing the questionnaire there were obstacles so that the distribution of the questionnaire had to use the google form to make it easier for respondents to fill out the questionnaire.

5.4 Further Research

For further research, it is expected to be able to add variables that can affect job satisfaction, and be able to expand the scope of research that is not only limited to non-permanent employees at 5-stars hotel, so as to provide a more insightful and able to be implemented in general.

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