Supervisor Support and Job Satisfaction:
Systematic Literature Review (SLR)

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Abstract. Background: Supervisor support behavior in a way that optimizes the use of employee knowledge, skills and attitudes acquired in on-the-job training. By getting positive support from the leadership and all employees, employee work performance will be motivated to be better. **Objective**: This article presents a systematic literature review of supervisor support and job satisfication. **Method**: Descriptive research with a qualitative approach, systematic literature review study. Researchgate, Google Scholar and ScienceDirect searches reviewed supervisor support and job satisfication. A total of 13 studies conducted between 2014-2023 were included in this review. **Results**: A total of 141.700 titles were identified and found 13 studies that met the requirements/criteria which discussed supervisor support and job satisfication. **Conclusions**: Positive support from the leadership and all employees will encourage employee work performance to be better. Apart from that, support also provides encouragement to employees so that they can trust and help each other, as well as good relations between employees in the work environment.

Keywords: Supervisor Support, Job Satisfication

INTRODUCTION

Companies and their employees are inextricably linked. An important part of managing the business is done by the employees. High productivity and motivation at work among employees will make things move quickly, leading to successful performance and accomplishments for the business. Conversely, how can the business function effectively if its workers are not producing enough work, that is, if they lack persistence, high morale, and low morale? (Kalliath, 2020).

In everyday life, employees will definitely have relationships with customers, organizations and co-workers. This relationship creates a certain reality that guides and directs the employee, how involved the employee is in the company. A supportive work environment and supportive co-workers will bring employees to work optimally. Consequently, job satisfaction is crucial for the business and its employees, particularly for improving employee performance at work and fostering a healthy work environment. (Qureshi, 2017).

According to the theoretical study presented by Khan (2018), job satisfaction is a set of employee feelings about whether or not their job is enjoyable. It is one of the key components in a company's efforts to attract and retain quality employees. It can also be used to boost employee morale, lower absenteeism rates, enhance employee performance, and increase

employee loyalty, quoted from Alkhateri (2018).

Job satisfaction is influenced by a variety of factors, including pay, the work itself, chances for advancement, coworkers, and supervisors. Employee job satisfaction can be achieved if all expectations can be met in carrying out their work duties. In this instance, job satisfaction is significantly influenced by supervisor, coworker, and organizational support. The organizational support that employees believe in will depend on some of the individual assessment processes used to demonstrate commitment by others. The law of reciprocity states that individuals who are treated well by another party will feel that they have an obligation to reciprocate with good treatment (Ratnasari, 2023).

Kurniawan (2023) defines supervisor assistance, or how much supervision behave in a way that optimizes the use of employee knowledge, skills and attitudes acquired in on-the-job training. Herawati (2023) define co-worker support as encouragement and assistance that participants receive from their co-workers. By getting positive support from the leadership and all employees, employee work performance will be motivated to be better. Apart from that, support also provides encouragement to employees so that they can trust and help each other, as well as good relations between employees in the work environment.

Based on the discussion above, researchers are interested in knowing about supervisor support and job satisfication.

METHOD

The research design used is a qualitative approach combined with a descriptive research methodology to literature study or systematicliterature review using the internet and manual search. Data was collected using databases and search engines Researchgate, Google Scholar and ScienceDirect. The search was carried out using the keywords "changes in serum creatine kinase in patients after total hip arthroplasty".

The inclusion criteria for this research are that the articles used as literature are research articles, both original articles and studies/reviews. Articles or literature discussing changes in serum creatine kinase in patients after total hip arthroplasty were published from 2014-2023. Researchers found articles that matched these keywords with details from Researchgate (n = 83.700), Google Scholar (n = 32.800) and ScienceDirect (n = 25.200) so that N = 141.700. The search results that were obtained were then checked for duplication using Mendeley and the same articles were found, so there were articles that were excluded or duplicated (n = 70.780). A total of (n = 13) were obtained that could be used in a systematic literature review after researchers screened based on the title (n = 1.089), then obtained abstracts (n = 355), took a

complete copy and evaluated it for suitability (n = 15), and then screened based on inclusion and exclusion criteria on the entire text (full text). The flow diagram below shows the outcomes of article selection.
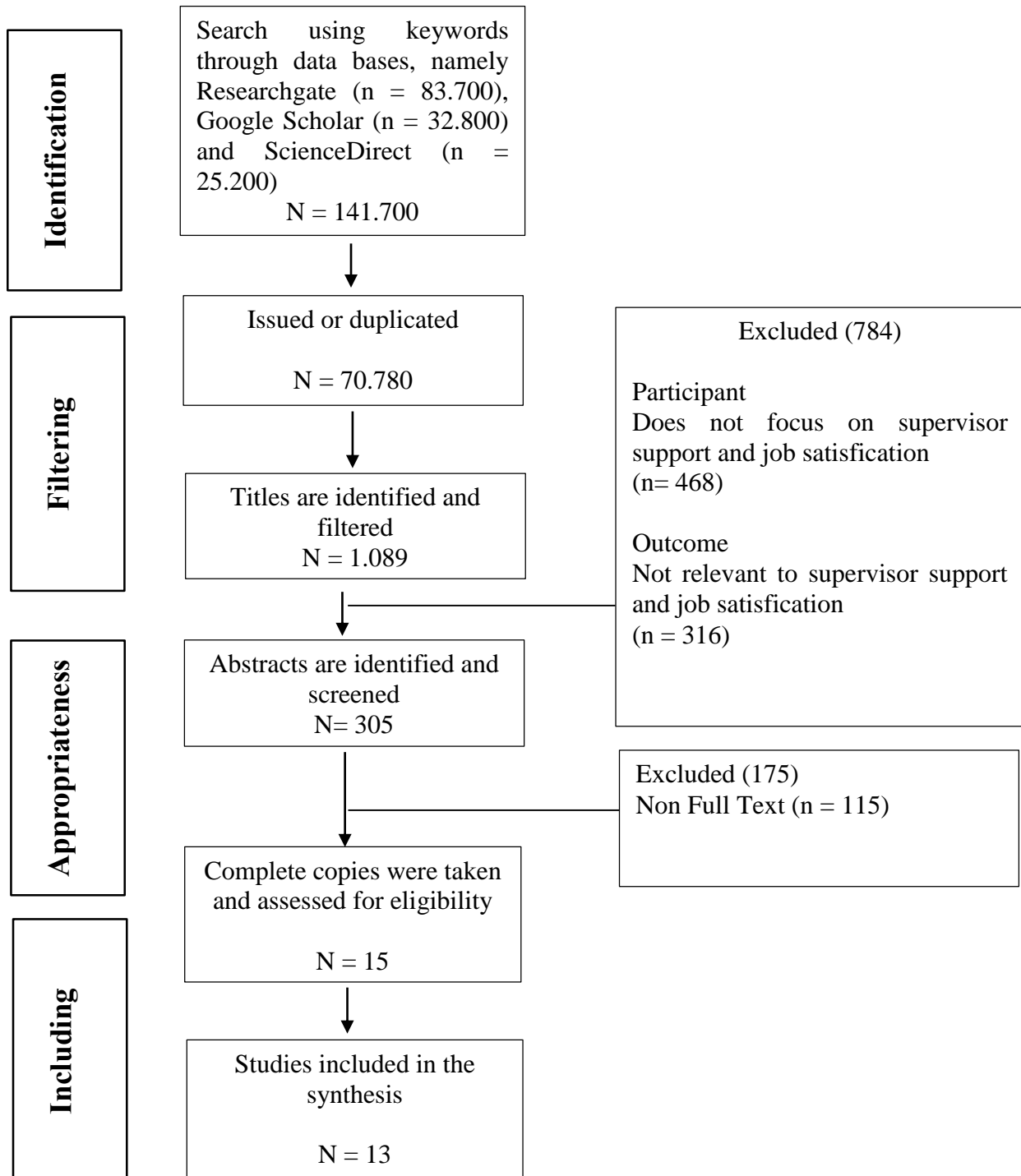

Identification

Search using keywords through data bases, namely Researchgate (n = 83.700), Google Scholar (n = 32.800) and ScienceDirect (n = 25.200)
N = 141.700

Filtering

Issued or duplicated

N = 70.780

Titles are identified and filtered
N = 1.089

Excluded (784)

Participant
Does not focus on supervisor support and job satisfication
(n= 468)

Outcome
Not relevant to supervisor support and job satisfication
(n = 316)

Appropriateness

Abstracts are identified and screened
N= 305

Excluded (175)
Non Full Text (n = 115)

Including

Complete copies were taken and assessed for eligibility

N = 15

Studies included in the synthesis

N = 13

Figure 1. PRISMA Flow Chart

RESULTS

The study results showed that 13 articles met the criteria based on the systematic literature review topic. The results of study characteristics from 3 databases (Researchgate, Google Scholar and ScienceDirect) are depicted in table 1 below:

Table 1. Summary of Reference Articles

No	Author And Year	Research Title	Research Methods	Research Result	Databases
1.	Ignatius Soni Kurnia wan and Hunik Sri Runing Sawitri (2023)	Perceived Supervisor Support and Performance: The Mediating Effect of Person-Job Fit	Quantitative study	In this study, the impact of perceived supervisor support on the work performance of permanent lecturers at private tertiary institutions in the Special Region of Yogyakarta, Indonesia, is examined in relation to person-job fit as a mediator. The results indicate that there is evidence to support the impact of perceived supervisory assistance on job satisfaction and performance. Lecturer work performance is positively impacted by person-job fit. The results demonstrate that person-job fit acts as a mediator between the impact of perceived supervisory support on job performance. When developing rules to enhance lecturer performance, administrators in higher education should be able to help study program leaders in offering welfare support and recognize the contributions lecturers make to work units. Future research involving a wider variety of college populations and taking into account additional antecedent factors, like perceived organizational support, could still improve this study.	Research gate
2.	Herawati Herawati, Djoko Setyadi, Michael Michael and Tetra Hidayati (2023)	The Effect of Workload, Supervisor and Coworker Supports on Job Performance through Job Satisfaction	Quantitative Research	The study's conclusion is that employee work performance is impacted by workload. Employee performance can be raised by increasing their workload in a way that doesn't become too demanding. Workloads that enhance performance in accordance with their capacities, don't assign too many duties, guarantee comfort, need jobs to be completed when needed, and possess the required skills are assigned to employees. Thus, employees continue to contribute positively to running the business even though the amount of work they must do has increased. The second hypothesis is supported by the results, which indicate that workload has a positive and	Research gate

significant impact on job satisfaction. To ensure that employees complete each task to the best of their abilities, hard jobs must be assigned along with guidance, supervision, and appropriate time constraints. The leader must provide clear instructions and assistance when there is a new task. Employees' physical and mental capacities must be taken into account when determining how many assignments they are given. These endeavors are undertaken to facilitate personnel in performing their tasks effectively. As a result, people are happy with the output of their labor and are inspired to finish new projects. Supervisor support significantly affects employee performance, so the third hypothesis is proven. The analysis results show that supervisors can reduce high levels of employee stress by supporting their efforts to balance their work and responsibilities. This good treatment will trigger a sense of obligation from employees to reciprocate the receipt of supervisor support by showing high performance. Supervisor support has a positive and significant effect on job satisfaction, proving the fourth hypothesis. The results of the analysis show that support from supervisors not only reduces emotional exhaustion and depersonalization but also greatly helps employees become more confident in their ability to achieve their job goals. Coworker support positively and significantly affects employee performance, so the fifth hypothesis is proven. The results of the analysis show that employees who feel supported by their coworkers like their jobs and thus work to their full potential. They also feel comfortable consulting with their coworkers for tasks that they have doubts about to reduce their mistakes. Coworker support positively and significantly affects employee job satisfaction, so the sixth hypothesis is proven. The results of the analysis show that support from coworkers makes employees less tired and lose their personalities and feel confident and psychologically safe at work so that employees feel more satisfied at work. Job satisfaction positively and significantly affects employee performance, so the seventh hypothesis is proven. The analysis

				shows that making employees happy is important for organizations because satisfied employees will be more productive.	
3.	Desi Ratnasari, Hamidah Nayati Utami, Arik Prasetya (2023)	The Impacts of Perceived Organizational Support and Work Environment on Employee Performance : The Mediating Effects of Job Satisfaction	Explanatory research	The study's findings show that employee performance factors (Y1) are not significantly impacted by the variable perceived organizational support (X1), so the study's hypothesis (H1) is denied. In this study, employee performance is unaffected by perceived organizational support because nearly half of the respondents are under 25. Because work experience is prioritized in this instance, organizational assistance other than pay and perks is deemed irrelevant. Variable perceived organizational support (X1) did not significantly affect the job satisfaction variable (Z1), hence it can be argued that H2, proposed in this study, was rejected. According to this research, employee discontent with hospital assistance—that is, the availability of sufficient health support facilities—can give rise to perceptions that in turn influence job satisfaction. However, perceived organizational support does not directly influence job happiness. Employee performance factors (Y1) are strongly influenced by work environment variables (X2), so the study's proposed hypothesis H3 is accepted. The work environment has a substantial impact on employee performance in this study because RSU Aliyah, Kendari City employees view the indicators in the work environment variable—particularly the non-physical work environment indicators—as favorable and able to support their performance. The job satisfaction measure (Z1) is greatly impacted by work environment characteristics (X2), so the study's suggested hypothesis H4 is accepted. The lighting system in the physical work environment has the greatest average value, which means that it makes the workspace feel comfortable and satisfied. Employee performance factors (Y1) are considerably impacted by the job satisfaction measure (Z1), so the study's stated hypothesis H5 is approved. The greatest predictor of the association between the two variables is coworker happiness; nevertheless, work satisfaction	Research gate

				also positively influences the relationship between the two. It may be concluded that the study's hypothesis H6, which was the work satisfaction variable (Z1), was rejected since it is unable to moderate the relationship between the employee performance variable (Y1) and perceived organizational support (X1). Non-medical health workers may feel less flexible in providing care as a result of employee discontent with organizational support brought on by insufficient health service support facilities. The work environment variable (X2) and the employee performance variable (Y1) can be mediated by the job satisfaction variable (Z1), so the study's proposed H7 is accepted. When it comes to fostering linkages between work environments and job satisfaction, intergroup collaboration is thought to have the largest influence on performance.	
4.	Ming Guo, Shuzhen Liu, Fulei Chu, Long Ye, Qichao Zhang (2019)	Supervisory and coworker support for safety: Buffers between job insecurity and safety performance of high-speed railway drivers in China	Literature review	As a result of the "going out" strategy for high-speed rail and the rapid growth of the high-speed railway industry in China, it is anticipated that the number of high-speed railway drivers will increase significantly on a global scale, inevitably leading to job instability. As a result, there should be a lot of focus on these groups, such as high-speed railway drivers, who are essential to the safe running of these trains (Wei et al., 2016). According to this study, organizational support—which includes coworker and supervisor support for safety—can improve safety performance and act as a buffer against low safety performance and high job insecurity. According to this study, managers and organizations can affect how much safety support employees receive from coworkers and superiors, which can minimize the likelihood that employees will perform less safely even though they may not be able to completely eradicate job insecurity for high-speed train drivers.	ScienceDirect
5.	Parveen Kalliath, Thomas Kalliath, Xi Wen	Enhancing job satisfaction through work–family enrichment and	*Systematic Literature Review (SLR)*	While volunteering at work gives social professionals access to resources like upbeat attitudes, feelings, and moods, recent research supports the idea that volunteering in the home sphere is just as important for social workers to feel satisfied in their jobs. This study gives a	*Google Scholar*

	Chan, Christopher Chan (2020)	perceived supervisor support: the case of Australian social workers		more thorough test of the social exchange and COR theories than is currently available in social work research set in the workplace–family interface since it simultaneously modelled both WFE and FWE together with felt supervisor support and job satisfaction. In particular, the current study examined the underlying relationship between work-family enrichment, supervisor support perception, and job satisfaction using a sizable sample of social workers. According to the hypothesis edmediation model, social workers who underwent WFE-Affect (affective pathway) and WFE-Development also felt encouraged by their managers, which led to a higher level of job satisfaction. On the other hand, employees who encountered FWE-Efficiency (instrumental pathway) reported lower job satisfaction and a lack of support from their managers. In addition to helping HR professionals and supervisors create work-family friendly environments for social workers, the findings highlight the significance of contextual resources (work-family enrichment) and personal resources (perceived supervisor support) in helping social workers achieve job satisfaction.	
6.	Asma S. Alkhateri, Abuelhassan E. Abuelhassan, Gamal S.A. Khalifa, Mohammed Nusari and Ali Ameen (2018)	The Impact of Perceived Supervisor Support on Employees Turnover Intention: The Mediating Role of Job Satisfaction and Affective Organizational Commitment	Cross-sectional study	The results of this study could be viewed as one of the steps toward improving the productivity of public organizations in the United Arab Emirates, even though its government institutions perform better than those in other regions (Anonymous, 2016). desire to change schools in Ras-Al-Khaimah, United Arab Emirates. The study had a number of limitations, but despite these, the findings were positive because they shed some insight on an alternative viewpoint. The dependent variable in this study's proposed model is ETI, the mediating factors are JS and AOC, and the independent variable is PSS. The findings showed that 40.6% of employee turnover intentions are significantly explained by the three independent and mediating variables. There has been discussion on the study's significance for researchers and practitioners, as well as its limits and potential future research areas.	Research gate

| 7. | Muskan Khan, N. Lakshmi (2018) | Mediating Role of Employee Engagement in the Relationship between Perceived Supervisor Support and Job Satisfaction | *Systematic Literature Review (SLR)* | To sum up the findings, the suggested model postulated that Job satisfaction and Perceived Supervisor Support are mediated by Employee Engagement. Work satisfaction and employee engagement need to be tracked, prioritized, and supported. The actions carried out by their subordinates are largely the Supervisors' responsibility. Supervisors must interact with faculty members appropriately, including face-to-face interactions and allowing them to express their viewpoints. The supervisor is responsible for managing and lowering faculty stress levels in addition to overseeing the performance of their team. Since these are the main components of job satisfaction in the education sector, a supervisor's ability to support and guide faculty members will improve their performance. After all, employees who perceive higher levels of support from their supervisors are more likely to respond with higher levels of engagement in their work. Additionally, highly engaged workers are more likely to have positive relationships with their supervisors, which in turn leads to more upbeat attitudes and actions. | *Google Scholar* |
| 8. | Muhammad Asif Qureshi, Dr. Kamal bin Ab Hamid (2017) | Impact of Supervisor Support on Job Satisfaction: A Moderating role of Fairness Perception | *Systematic Literature Review (SLR)* | The purpose of this study is to discuss the significance of supervisor assistance and the main problems associated with it in relation to job satisfaction. The study has made a point about how crucial and important empirical understanding is. The paper has made a noteworthy attempt to delineate the significance of supervisor support in relation to job happiness. Simultaneously, the research has indicated the significant function that fairness judgments may have in mitigating these correlations. The study suggests that job happiness may be effectively increased by offering supervisors who are receptive to their needs. Additionally, with the assistance of their supervisors, employees' perceptions of the work being just and fair can further enhance their job happiness. In summary, the work has provided a noteworthy framework that outlines the moderating potential to improve the relationship and the possible function of supervisor support towards job satisfaction. | *Google Scholar* |

9.	Hyun Jeong Kim jennykim, Won-Moo Hur, Tae-Won Moon and Jea-Kyoon Jun (2017)	Is all Support Equal? The Moderating Effects of Supervisor, Coworker, and Organizatio nal Support on the Link between Emotional Labor and Job Performance	Literature review	In particular, the perception of support from coworkers and supervisors reinforced the beneficial association between deep acting and job performance. Perceived supervisor support worsened the negative link between surface acting and job performance, suggesting the opposite buffering effect. There were no moderating effects on the primary effects of perceived organizational support on employee performance.	ScienceD irect
10.	Sabine Pohl, Maura Galletta (2016)	The role of supervisor emotional support on individual job satisfaction: A multilevel analysis	Cross-sectional study	The cross-level interaction was considerable, according to the data. Therefore, at the individual level, nurses who shown high levels of work engagement also demonstrated high levels of job satisfaction, and this relationship was stronger when there was high levels of group emotional support from supervisors. The nature of the link between work engagement and job satisfaction was influenced by contextual variations between groups. Work engagement and job happiness are related, and this relationship exists both at the individual and group levels. Improving communication between nurses and supervisors and educating supervisors in support provision are two strategies to improve emotional support from supervisors.	*Google Scholar*
11.	Sibel Gok, Isıl Karatun a, Pınar Ozdemi r Karaca (2015)	The Role of Perceived Supervisor Support and Organizatio nal Identificatio n in Job Satisfaction	Cross-sectional study	Our results show that medical secretaries' mean job satisfaction was 3.2 out of 5, which is comparable to other Turkish studies' findings. For instance, a survey of 134 medical secretaries revealed that their job satisfaction level was 2.9 out of 5. Based on a five-point rating system (1–5), the job satisfaction score of 150 medical secretaries in a different study was found to be 3.3. Together with our study, these data showed that Turkish medical secretaries had an average job satisfaction score of three out of five. Full support was given to our first hypothesis, which found a relationship between job happiness and perceived supervisor support. This was not	ScienceD irect

surprising, as medical secretaries operate as subordinates in hospital settings, working at lower hierarchical levels. As a result, supervisors are essential in establishing the structure of the workplace and encouraging employees to be happy with their jobs. In addition, they are regarded as representatives of the organization when it comes to supervising and assessing employees and disseminating information about its objectives and tactics. Therefore, we hypothesized that positive treatment of subordinates by supervisors would have a positive impact on the subordinates' opinions of the organization and their sense of belonging. Consequently, the second phase of our research involved examining the impact of organizational identification as a potential partial mediating variable in the association between job satisfaction and perceived supervisor support. Our results showed that organizational identity somewhat mediated the relationship between perceived supervisor support and job satisfaction, fully supporting our second hypothesis. Job satisfaction rose when there was a supportive relationship between the employee and the supervisor, and organizational identity was found to play a big role in this relationship. Stated differently, employees who felt supported by their managers developed a stronger sense of belonging to the company, which in turn led to increased job satisfaction. It is now appropriate to talk about some of our research's shortcomings. Firstly, the cross-sectional data used in this study make it challenging to draw conclusions about causality; therefore, connections between the variables under investigation should be carefully studied before making any judgments. Furthermore, the results' generalizability was restricted by the sample's convenience and the private hospitals that were involved in the study. Therefore, in order to compare groups or organizations, future research should use samples from public hospitals and cover a range of jobs, from physicians to health service staff. Only a small number of studies have provided information regarding medical secretaries despite the fact that several investigations have been

				carried out to identify the factors that influence job satisfaction in other professions. Consequently, this study advanced knowledge about the significance of organizational identity and supervisor support in boosting job satisfaction among medical secretaries.	
12.	Franc Cankar, Tomi Deutsch, Ada Holcar Brunauer, Stanka Setnikar-Cankar (2015)	A Comparison in the Performance of an International and Slovenian Primary School	*Systematic Literature Review* (SLR)	According to the results, students in the foreign program gave their professors and classes far higher ratings than did students in the Slovenian primary school. The results of the knowledge assessments revealed no statistically significant differences between the students from the two programs. A comparative examination of the instruction reveals that the Slovenian program places more focus on teaching as formation, whereas the international program places more emphasis on instruction that promotes students' personal development. This entails the acquisition of abilities that prioritize problem-solving in daily life.	ScienceDirect
13.	S. Baloyi, C.C. van Waveren & K.-Y. Chan (2014)	The Role Of Supervisor Support In Predicting Employee Job Satisfaction From Their Perception Of The Performance Management System: A Test Of Competing Models In Engineering Environments	Qualitative research	This study did not support the alternative paradigm, which proposes supervisor support as a moderator. Prior research acknowledges social exchange as either an intensifier or a buffer. Stated differently, employees may not necessarily feel unsatisfied with their occupations if they have a positive social interchange with their supervisor while having a low PMS (e.g., they have strong perceived supervisor support). However, the feeling of unhappiness with one's employment will increase if the perceived PMS is low and the social interchange is low (i.e., the employees perceive less support from their supervisors). As previously stated, the study did not find evidence to support this competing model, indicating that the direct association between PMS and job satisfaction is unaffected by the perceived support of one's supervisor. According to this study, engineering organizations should not only plan and execute a successful PMS within the company, but they need also foster an environment where supervisors encourage and support their subordinates. This is due to the fact that when there is high perceived supervisor support, subordinates are willing to put up with their job's PMS	Research gate

regardless of how they feel about it; yet, when there is low perceived supervisor support, the subordinates' job happiness will depend heavily on how they feel about the PMS. Furthermore, prior research has demonstrated that workers who experience strong support at work demonstrate effective organizational engagement and a favorable sense of "pay back" to the company. Employee psychological benefits, such work happiness, are positively impacted by the degree of organizational commitment.

DISCUSSION

Based on the results of the systematic literature review analysis, the data obtained are as follows:

1. **Job Satisfaction**

   a. **Definition of Job Satisfaction**

      Job satisfaction is an emotional statement or statement of pleasure that is assessed from a person's work or experience at work. Job satisfaction means a situation where employees can fulfill important needs by working in the organization. Employees' perception of their level of support or lack thereof at work is referred to as job satisfaction. A general attitude toward workplace variables, personal adaptability, and individual social ties outside of work all contribute to job happiness. (Herawati, 2023).

      Job satisfaction is the degree to which a person is interested in his work, actively participates in it, and considers his productivity to be important for self-esteem. An individual who is highly content with their employment has a good attitude towards work, while an individual who is not satisfied with their job displays a negative attitude towards work. Job satisfaction is an emotional statement or statement of pleasure that is assessed from a person's work or experience at work. Job satisfaction means a situation where employees can fulfill important needs by working in the organization (Kalliath, 2020).

b. Job Satisfaction Theory

According to Kurniawan (2023) there are 6 types of job satisfaction theories, namely:

1) Balance Theory (Equity Theory)
2) Discrepancy Theory
3) Need Fulfillment Theory
4) Group View Theory (Social Reference Group Theory)
5) Herzberg's Two Factor Theory
6) Expectancy Theory (Exceptancy Theory)

c. Factors that Influence Job Satisfaction

According to Guo (2019), the following elements can result in job satisfaction:

1) Interpersonal relationships among employees
   a) The rapport between supervisors and staff
   b) The environment at work and physical aspects
   c) Interpersonal connections among staff members
   d) Advice from colleagues
   e) Workplace dynamics and emotions
2) Personal aspects
   a) How people feel about their jobs
   b) The individual's age upon employment
   c) Gender
3) Outside influences
   a) The employee's family situation
   b) Recreation
   c) Instruction

Another opinion expressed by Alkhateri (2018) stated that there are 5 factors determining job satisfaction, including:

1) Intrinsic Job Characteristics There are five characteristics that show a relationship with job satisfaction, namely:
   a) Diversity of skills.
   b) Task identity.
   c) Important tasks (task significance).
   d) Autonomy.
   e) Providing feedback on work helps increase the level of job satisfaction.

2) Salary income, rewards that are felt to be fair (equittable rewards)

3) Supervision

4) Supportive Colleagues

5) Favorable Working Conditions

2.   Supervisor Support

Kim (2017) defines supervisor support is defined as the degree to which managers act in a way that maximizes the application of the attitudes, knowledge, and abilities that employees pick up during on-the-job training. Qureshi (2017) stated that supervisor support is related to the support provided by supervisors for the application of training results on the job. From the definitions above, in this research it can be concluded that supervisor support is the extent to which supervisors support and strengthen trainees in using the learning they have obtained in training, including knowledge, skills and behavior, into their work.

Superior support is a situation where an individual receives special treatment from his superiors and is expected to increase his own potential and apply his abilities to work so that he can create new differences in job skills. Superior support is provided in the form of encouragement, training and providing motivation for employees to develop. in his work. If employees trust a leader, employees will be willing to expend their energy for the betterment of the organization, and employees believe that their superiors will act fairly towards them in accordance with the rights and obligations that apply in the organization. An employee who believes that his superior at work supports him at work will give him higher work involvement (Kalliath, 2020).

CONCLUSIONS

Employee work satisfaction is positively and significantly impacted by supervisor assistance. Employee support is significant since it can boost job satisfaction. As a result, in order to boost employee work satisfaction, managers need to help their staff members feel as though they are receiving enough attention from them. Superior support is demonstrated by displaying gratitude for the job that subordinates have done and by being open to hearing their grievances, which demonstrates concern for the well-being of the workforce. Workers are more inclined to support organizations in need and uphold the organization's positive reputation if they feel connected to and encouraged by their bosses. Employees that experience high levels of supervisor support will feel more satisfied with their jobs, and when they do, they'll endeavor to take actions that will benefit the company.

SUGGESTION

Building a relaxed work atmosphere and reducing the level of pressure placed on each employee, this can be done by giving employees the freedom to do their own work. When granted autonomy over their work, employees will perform at a higher level because they believe that they have more freedom to use all of their skills to do the task at hand.

Building strong family ties with all levels of employees in the form of caring. A family atmosphere can be fostered by providing support to employees when they experience difficult times in their lives, such as expressing condolences and consolation when an employee's relative dies. The care provided will make employees feel that they care about their welfare and care about their lives outside of work.

Through this research, it is hoped that researchers will gain more knowledge and insight to apply knowledge later on. They will also be able to apply research methods learned in academic settings and serve as a resource for future research, specifically more complex and varied research that will yield better research results.

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