Analysis of Quality of Work Life on Employee Satisfaction at BPJS Ketenagakerjaan Sub-Branch Office

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ABSTRACT

The purpose of this study was to determine the effect of Quality of Work Life (QWL) on job satisfaction in KCP BPJS Ketenagakerjaan in Indonesia. The total population of the study was 203 employees . The study was conducted on BPJS Ketenagakerjaan employees with the position of Public Administration and Public Service with 127 employees. Research respondents were determined using judgmental sampling method . Data collection was carried out by distributing questionnaires on a Likert scale with the media of google docks, which were distributed through special deputies at the BPJS Ketenagakerjaan . The data analysis technique used is multiple linear regression. The test results QWL simultaneously obtain a positive effect on employee job satisfaction, partially whole variable QWL positive effect unless variable communication has negative significant value to the satisfaction of employees . The limitation in this study is that the QWL discussed only 5 factors out of the 9 QWL factors namely employee participation, career development, communication, appropriate compensation and conflict resolution in order to deepen the results in this study.

Keywords : Quality of Worklife, QWL, Employee Satisfaction

I. INTRODUCTION

In four years, BPJS Ketenagakerjaan clearing services link unit called KCP. In the process of forming a KCP, BPJS Ketenagakerjaan has a challenge that is the limited number of personnel, but on the other hand BPJS Ketenagakerjaan must continue to carry out procedures and responsibilities in the process of service to each participant as the service flow in the Main Branch Office with these limitations.

The challenge of the lack of personnel in optimally running services in KCP was answered by redesigning the Standard Operating Procedures (SOP) of duties and functions at KCP. Duties and responsibilities of 2 (two) service areas are made into 1 (one) position

responsibilities , such as the role of the Public Arrangement and the role of the Service Arrangement combined into 1 (one) position, namely the Public Arrangement and Services. The job enlargement policy that has been running so far is interesting for researchers to conduct research on the Quality of Work Life (QWL) of employees, especially the General Arrangers and Services.

Quality of Worklife is one indicator that can be used to assess the quality of work life felt by workers. According to Lau & May (1998), QWL is defined as a workplace strategy that supports and maintains employee satisfaction with the aim of improving employee and organizational working conditions as well as benefits for employers. According to

Kondalkar (2009) QWL is associated with high levels of satisfaction from individuals who enjoy their work in the organization. Walton (1973) states that dissatisfaction with work life is a problem that will affect almost all workers at one time or another, related to position or status. Frustration, boredom and anger often occur to employees who are less satisfied with their work lives, and can have an impact on the individual itself.

In the results of research Saleem, Shaheen, & Saleem (2012), stated that job enlargement has a correlation with job satisfaction so that the redesign carried out by the BPJS Ketenagakerjaan in KCP environment has the potential to result in employee satisfaction or dissatisfaction with work designs that are operational at this time.

Based on the observations of researchers about the number of employee adjustments to the decision to open the KCP it is interesting for researchers to get empirical facts about the satisfaction of employees who have two responsibilities but in one role within the scope of the KCP BPJS Ketenagakerjaan by examining through the QWL model

Focus of the problem

In understanding the factors that influence employee satisfaction, especially the Service and General Management at the KCP BPJS Ketenagakerjaan , the problems that are examined in this study are :

- What is the picture of QWL in KCP BPJS Ketenagakerjaan ?
- What is the effect of QWL factors on employee satisfaction ?
- Which factors of QWL should be improved to achieve employee satisfaction ?

The Theoretical Framework and Research Hypotheses

Quality of Worklife

According to Cascio (1992), QWL is the employee's perspective on his physical and mental well-being when working. There are 2 (two) ways of looking at the meaning of QWL. First, QWL is a number of circumstances and practices of the organization (example: fairness, employee involvement, and safe working conditions). While the second, QWL is the employee's perception that they want security, satisfaction, and have the opportunity to grow and develop as humans do.

According to Cascio (1992), there are 9 (nine) indicators in QWL, namely employee involvement, equitable compensation, pride, job security, job safety (save environment), welfare (wellness), career development (career development), problem solving (conflict resolution), and communication (communication). The following is an explanation of each indicator:

1. Employee engagement is defined as the perspective used to see whether employees are included in making decisions about the work they have. An employee has the right to make decisions that affect directly or indirectly on the job, this is because the quality of work life cannot be decided unilaterally by the organization, but must go through an agreement between superiors and subordinates. Employee participation can be measured through collaboration between employees, employee participation in meetings, and team quality improvement (Cascio W., 2015)

2. Equitable compensation (equitable compensation) is a system of rewards provided to employees as a form of retribution for the performance and dedication made to the job. Compensation is an organization's effort to increase employee motivation and work performance. Compensation

provided by the organization to employees must be adjusted to the payroll system in force in the job market. If an organization is able to provide balanced, appropriate, and able to meet the needs of both material and non-material employees, it will have an impact on job satisfaction (Wursanto, 2010)

3. Pride towards the institution (pride) is a sense of "belonging" that arises from within the employee to the organization where he works. Employees who have a sense of pride in their work and work place will show optimal performance for the betterment of the organization. The pride of employees towards workplace organizations is influenced by the company's participation in the community, the identity of the company, and the concern that the company engages in the environment (Cascio W., 2015)

4. Job security is manifested in the form of employee status. The agreement between the organization and employees is very important to note that it aims to make employees feel safe because he believes that the workplace organization will not unilaterally dismiss. Forms of effort that can be done by the organization to employees so that employees have a sense of security towards work include guarantees that permanent employees will not be laid off, and the availability of a pension program for employees who have served the company (Cascio W., 2015)

5. Work environment safety (save environment) can be in the form of a comfortable and safe work environment so as to facilitate employees in carrying out activities in order to realize work productivity. Work environment safety assurance that can be done through the establishment of a safety committee, emergency relief team, and a work safety assurance program (Cascio W., 2015)

6. Welfare (wellness) is an effort made by the organization to retain its employees which is manifested in the form of availability of adequate facilities. It aims to satisfy the needs of employees at work, so as to create work discipline, loyalty, and full dedication provided by employees to an organization.

7. Career development can be interpreted as an organization's efforts to improve and develop employee capabilities both knowledge, skills, attitudes, or behavior of employees in carrying out their workers. Career development has the aim to align between abilities and qualifications held by employees. Career management and development is needed to create work productivity (Robbins & Judge, 2013)

8. Problem resolution (conflict resolution) is an effort made by an organization to assist employees in overcoming problems faced by employees about the work they have. Some things that are done to help solve problems faced by employees are openness, the process of delivering formal outputs, and the exchange of opinions (Cascio W., 2015)

9. Communication (communication) is a means for employees to share information both from inside and outside the organization for the process of management control, as well as helping employees to solve problems, and make decisions. Communication within organizations can be carried out through face-to-face meetings, group meetings, and publications (Cascio W., 2015)

Employee Satisfaction

According to Sinambela & Sinambela (2019), job satisfaction is one's feeling towards his work which is produced by his own business (internal) and which is supported by other things from outside himself (external) on the work situation, work results, and work itself.

According to Davis and Newstrom in Sinambela & Sinambela (2019: p. 492), job satisfaction is related to

a number of variables, most of these variables are employee variables, others are work environment variables. The variables are :

1. Age , when employees get older they tend to be more satisfied with their work. There are a number of reasons for this, namely the lower expectations and better adjustments to the work situation because they are more experienced in the field

2. Level of work, people with high jobs tend to be more satisfied with their work because usually they get better salaries and working conditions.

3. Organizational size, this factor is often in conflict with job satisfaction, when the organization gets bigger, there is some evidence that shows that satisfaction tends to fall due to far-reaching decision making so that the loss of personal closeness is important to the satisfaction of many people.

Based on the relationship between the two variables , a hypothesis is proposed:

There is a significant influence between good employee participation on job satisfaction of Public Service and Public Administration at KCP in BPJS Ketenagakerjaan.

There is a significant influence between the factors of planned and professional career development on job satisfaction of the Public Service and Public Administrationat the KCP in BPJS Ketenagakerjaan.

There is a significant influence between the factors of good communication between related parties or groups on job satisfaction of Public Service and Public Administration at KCP in BPJS Ketenagakerjaan.

There is a significant influence between the factors of adequate compensation on job satisfaction of the Public Administration and Public Service at KCP in BPJS Ketenagakerjaan .

There is a significant influence between the factors of ability in resolving conflicts that are good to the satisfaction of the Public Administration and Public Service at the KCP in BPJS Ketenagakerjaan

There is a significant influence between Quality of Work Life on job satisfaction of the Public Administration and Public Service KCP in BPJS Ketenagakerjaan.

II. RESEARCH METHODS

This research uses a quantitative approach, this study uses a survey method.

The dependent variable in this study was 5 (five) QWL factors out of 9 (nine) factors based on the Cascio theory. The five factors in this study are: Employee Participation, Career Development, Conflict Resolution, Communication, Appropriate Compensation. The independent variable in this study is Satisfaction of Service and General BPJS Ketenagakerjaan based on job satisfaction indicators according to Davis and Newstroom in (Sinambela & Sinambela, 2019) consisting of the level of work, age and size of the organization.

The total population of the study was 203 employees. This total population is based on the number of pioneering branch offices based on internal data in June 2019 of 203 pioneering branch offices and each branch office has 1 (one) person who serves as Service and General Administration. The sample used uses judmental sampling . The selection of this sample method is due to considering the psychology and speed of adaptation of new employees so that the sample data to be taken is employees who have served 6 months and above. Determination of the number of

samples is based on the Isaac & Michel table, with a population of 203 employees with an error tolerance of 5%, the number of samples is 127 employees.

In testing the questionnaire, researchers used the help of the SPSS program. Valid data is then processed for analysis through two stages of testing, namely the reliability test of the measuring instrument and regression analysis. Likert scale is the way that researchers use for assess the results of the questionnaire answers .

Research Limitations

This study conducted restrictions so that the problem under study was more focused on the things that the researcher wanted to achieve. The limitations include:

1. In this study, researchers will only analyze the population who served as General Arrangers and Services who worked in KCP throughout Indonesia

2. This research only focuses on 5 (five) factors out of 9 (nine) QWL factors from Cascio theory which include factors of employee participation, career development, conflict resolution, communication, and proper compensation. This was done in order to deepen the results in this study.

3. Indicators of job satisfaction to be examined are satisfaction according to Davis and Newstroom in Sinambela & Sinambela (2019) consisting of occupational level, age and size of the organization.

III. RESULTS AND DISCUSSION

Discussion

Characteristics of Respondents

Based on the distributed questionnaire, the age of the respondents in this study were grouped into four categories namely 20-30 years, 31-40 years, 41-50 years, and more than 50 years. Based on the results of

the study, most respondents aged 20-30 years were 88 respondents (69.3%), aged 31-40 were 13 respondents (10.2%) and aged 41-50 were 21 respondents (16.5%) and the lowest respondent in the age criteria above 50 years is as many as 5 respondents (3.9%).

Based on the results of the gender criterion in mind that the total respondents ber genders male as much as 85 respondents (66 , 9 %) and respondents gender women as much as 42 respondents (33 , 1 %)

The education criteria of the respondents in this study were grouped into four categories: high school, diploma, bachelor, and post graduate. Based on the results of the study, the most respondents based on education were undergraduate graduates namely 116 respondents (91.3%), diploma graduates totaling 6 respondents (4.7%), post-graduate totaling 3 respondents (2.4%) and the lowest respondents were high school graduates namely 2 respondents (1.6%).

Validity and Reliability Test

Validity test is carried out on 40 answers to instruments from correspondents. The value of r table for N = 40 is 0.257. The validity test of an instrument is said to be valid if the value of the r count validity test results is greater than the value of the r table corresponding to the total N. The results of the calculated r value indicate that the calculated r value is greater than the value of r table.

The results of the reliability test on the questionnaire are illustrated in the following table :

Reliability Statistics

Variabel	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
X	.955	.956	36
Y	.897	.910	17

In reliability testing, an item or statement is said to be reliable if it gives a Cronbach Alpha value> 0.407 (Nunnally, 1994 in (Ghozali, 2013)). The reliability test results through SPSS 16 produced that the Cronbach's Alpha independent variable (X) was 0.995 or 95.5% and the dependent variable (Y) was 0.897 or 89.7% so it can be concluded that the questionnaire was reliable.

Multicollinity Test

Based on the multicollinearity test results obtained as follows, the VIF value of the employee participation variable is 1,950, career development is 3,346, communication is 2,364, proper compensation is 2,423 and conflict resolution is 3,567 where all the variables are VIF values carried 10 then it means the variable shows mulitikolinieritas. The results of the tolerance value of the variable employee participation by 0.513, career development by 0.299, communication by 0.423, proper compensation by 0.413 and conflict resolution by 0.280 where all the variables are greater than 0.10 which means there is no multicollinearity in the results of these respondents

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-6.175	4.440		-1.391	.167		
Employee Participation	.585	.187	.191	3.129	.002	.513	1.950
Career Development	.701	.163	.344	4.300	.000	.299	3.346
Communication	.155	.181	.058	.856	.394	.423	2.364
Appropriate Compensation	.468	.159	.200	2.942	.004	.413	2.423
Conflict Resolution	.466	.176	.219	2.645	.009	.280	3.567

a. Dependent Variabel: Employee Sarisfaction (Y)

Heteroscedasticity Test
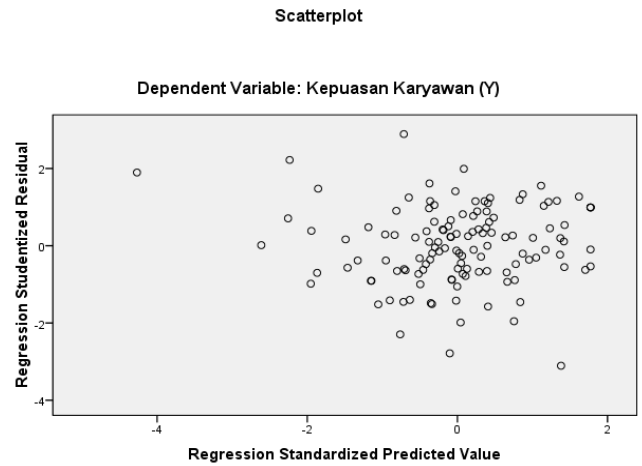
Based on the test results obtained by the Scatterplot graph visible points spread randomly and do not form certain patterns clearly and spread either above or carried the number 0 on the Y axis. This means that heterodasticity occurs in the regression model so that the regression model is feasible to be used in the prediction of satisfaction the employee.

Based on the results of the heteroscedasticity test showed that all variables both variable employee participation sig. 0.344, career development sig value 3.92, communication value sig. 223, proper compensation 0.922 and conflict resolution sig value 0.089 where the result of sig is greater than 0.05 which means there is no heteroscedasticity.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	4.942	2.649		1.866	.065
Employee Participation	-.106	.111	-.118	-.950	.344
Career Development	.084	.097	.140	.859	.392
Communication	.132	.108	.168	1.225	.223
Appropriate Compensation	.009	.095	.014	.098	.922
Conflict Resolution	-.180	.105	-.288	-1.715	.089

a. Dependent Variabel: RES2

Normality

The basis for decision making on the test through the Kolmogorov-Smirnov Test is if the significance value (sig) is greater than 0.05 then the study is normally distributed and vice versa, if the significance value (sig) is smaller than 0.05 then the research data is not normally distributed

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		127
Normal Parameters[a]	Mean	.0000000
	Std. Deviation	4.57058234
Most Extreme Differences	Absolute	.044
	Positive	.030
	Negative	-.044
Kolmogorov-Smirnov Z		.498
Asymp. Sig. (2-tailed)		.965

a. Test distribution is Normal.

The results of the normality test through the Kolmogorov_smirnov Test show that the significance value is greater than 0.05 or equal to 0.965, meaning that the research data is normally distributed.

Autocorrelation test

There are several ways to test the presence or absence of autocorrelation including the Durbin Watson test. The decisions of the autocorrelation test are as follows:

Null hypothesis	If
There is autocorrelation	d < dl or d > 4- dl
There is no autocorrelation	du < d < 4 – du
There is no conclusion	dl < d < du or 4 – du ≤ d ≤ 4 - dl

The results of the autocorrelation test through the Durbin Watson test can be seen in the table below :

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.877[a]	.768	.759	4.66406	2.158

a. Predictors: (Cons tant), Conflict Resolution , Employee Participation, Communication, Appropriate Compensation , Career Development

b. Dependent Variable : Employee Satisfaction (Y)

Based on the results of SPSS 16 calculations it is known that the value of d is 2.158, the value of dl and du from the Durbin Watson table with values n = 127 are dl = 1,678 and du = 1,742. The test results show that there is no auto correlation because the value of du <d <4-du .

T test

This test is done by comparing t count with t table. If t arithmetic> from t table then H0 is rejected and H1 is accepted. As for looking for table t can be used with formulas

T Table = t (α / 2; nk-1) = t (0.05 / 2; 109-5-1) = (0.025; 121)

Known: level of confidence (α) = 0 , 05 , Number of samples (n) = 127, Number of Variables (k) = 5 so that the results obtained in the numbers in t table is 1.97976 while the results of t arithmetic are displayed in the table

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-6.175	4.440		-1.391	.167
Employee Participation	.585	.187	.191	3.129	.002
Career Development	.701	.163	.344	4.300	.000
Communication	.155	.181	.058	.856	.394
Appropriate Compensation	.468	.159	.200	2.942	.004
Conflict Resolution	.466	.176	.219	2.645	.009

a. Dependent Variabel: Employee Satisfaction (Y)

Based on the results of SPSS 16 calculations from the sample data it is known that the t value of the employee participation variable is 3,139, the value is greater than the t table value of 1,980 and the sig value is below 0.05 which means the relationship between employee participation and employee satisfaction has a significant positive or H1 is accepted. The results of the calculation of the t variable career development variable is 4,300 or the t value is greater than t table of 1,980 and sig values below 0.05 so it can be concluded that the career development variable has a significant positive relationship with employee satisfaction which means H0 is rejected and H1 is accepted.

Calculation of t arithmetic on communication variables shows that t arithmetic is smaller than t table that is equal to 0.856 where the value of t table is 1.980 and sig values greater than 0.05, these results indicate that the communication variable has a significant negative relationship with employee satisfaction or H0 accepted and H1 rejected.

The value of t arithmetic on a decent compensation variable shows that the value of t arithmetic of this variable is greater than the t table that is equal to 2,942 where the value of t table is 1,980 and the sig value is smaller than 0.05, this result shows that a decent compensation variable has a significant relationship positive on employee satisfaction or H0 is rejected and H1 is accepted

The last variable is the conflict resolution variable, the result of t count from the calculation of this variable is 2,645 and the sig value is smaller than 0.05, which means the conflict resolution variable has a positive significant relationship to employee satisfaction because the t value is greater than the t table value or H0 is rejected and H1 received.

F test

F test is one of the methods used to determine the relationship between dependent and independent variables mutually influencing or not simultaneously, the dependent variable is stated to affect the independent variable if the result of the calculated F value is greater than the F table and the sig value is less than 0.05. The value of the F table can be searched using the formula F Table = F (k; nk) = t (5 ; 127-5) = (5; 126)

The number of samples (n) = 127 is known. The number of variables (k) = 5. So if you look at the F column in the table, the F table value is 2.29.

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8733.233	5	1746.647	80.293	.000[a]
Residual	2632.168	121	21.753		
Total	11365.402	126			

a. Predictors: (Cons tant), Conflict Resolution , Employee Participation, Communication, Appropriate Compensation , Career Development

b. Dependent Variable : Employee Satisfaction (Y)

Based on the calculation results from the sample data it is known that simultaneously the dependent variable influences the dependent variable where the F value of the table is 2.30 and the value of F arithmetic is 80.293 so that the conclusion of this test is that the QWL variable simultaneously influences significantly with employee satisfaction variables .

Hypothesis test results from this study indicate that Quality of Work life variables simultaneously have an influence on employee satisfaction. The contribution of Quality of Work life to employee satisfaction is 76.8% which means that Quality of Work life has a high enough influence in determining employee satisfaction.

In the partial test it was found that the career development variable had the highest influence than the other variables with the highest significance value than the other variables. Fairness in career path transparency is a matter of high concern to employees. This is evident from the response of employees who more than 50% answered agreed to statements about his open opportunities for growth. The thing to note in the results of this study is that the performance appraisal system still needs to be improved because 23 respondents (18%) out of 127 respondents stated that they disagree with the existing performance appraisal and the requirements for promotion that are considered still not easy for them.

The second highest significance result is the employee participation variable, in this variable the respondent shows a happy attitude with challenges and a strong willingness to contribute the best in terms of work within the unit. This can be seen from the results of respondents amounting to 93.8% of the total value of agree and strongly agree on the statements of their attitude of participation.

Conflict resolution becomes the third variable that has a significant positive relationship next, the level of significance of the correlation of conflict resolution on employee satisfaction is 2,658. The quality of conflict resolution according to the respondents is good, this is indicated that 62.43% of respondents rated agree with statements about the quality of conflict resolution, but on the other hand this variable shows the quality of openness and sharing of

problems both internal and external is still not optimally applied in the KCP in resolving their work conflicts.

Proper compensation is the last variable that has a significant relationship to employee satisfaction that is equal to t count 2.176 where t table is 1.983. In quality, this variable shows a high enough value of 57.48% of respondents answered agreeing to statements about the quality of compensation for their work and 30.93% of those answering strongly agree. This shows that the quality of compensation is good because more than 80% of respondents feel the results they get are in accordance with the level of results of their performance.

Communication variables have different results from other variables in Quality of Work life where communication variables show results that do not have an effect on employee satisfaction where the t value is 0.856 while the t table value is 1.980. This is related to the size of the organization and the number of personnel that makes communication between personnel not an important thing in influencing their satisfaction.

Based on this study, gender does not have a significant difference to job satisfaction, the description of this study shows that both the sexes of men and women have the same perspective on job satisfaction because in the division of workload, performance appraisal and targets of each employee are not distinguished. differentiate by gender.

The age profile, as explained by Davis and Newstroom in Sinambela & Sinambela (2019), shows that the level of satisfaction will increase with age due to experience in adaptation and dealing with existing problems. This research produces something different from Davis and Newstroom's theory that at the age below 50 years satisfaction increases with age but at

the age of retirement ie those over 50 years of satisfaction decline, this is because their expectations of the company are higher than reality obtained so that there is a decrease in their job satisfaction.

The results of research on matters related to statements of satisfaction from aspects of the level of work and size of the organization become a separate record for management. The results of statements about time and workload were the highest points that were felt to be inappropriate for respondents in carrying out their activities, the question of the number of personnel was also complained by respondents in the organizational size factor.

Variables that have a significant influence on satisfaction, meaning that the higher level of Quality of Work life enjoyed by employees will have a positive impact on employee satisfaction. Because Quality of Work life has a positive impact on employee satisfaction, it is better for management to maintain or maintain the level of Quality of Work life of employees, as a form and effort of company management in achieving company goals

IV. CONCLUSION

1. Quality of work life factors when tested simultaneously (simultaneously) on employee satisfaction, the results show that QWL gives an effect of 76.8% on employee satisfaction
2. QWL variables when tested Partially (one by one) on employee satisfaction, communication variables have a negative significance or communication variables do not affect employee satisfaction.
3. QWL variables that have positive significance results on employee satisfaction from highest to lowest are career development, employee participation, proper compensation and conflict resolution

4. Job level and organizational size factors on employee satisfaction variables still require an improvement in both because of the high level of discrepancies in the statements made by researchers about these two factors.
5. The age factor of employee satisfaction shows that as people get older, the level of satisfaction increases but as they approach retirement age the level of satisfaction decreases

Suggestion

Advice for the company

1. The results of this study indicate the relationship and influence of QWL factors on employee satisfaction, the things that researchers can suggest to the company management to improve employee satisfaction are:
2. Management in the formulation of policies relating to matters relating to employees should the management consider the factors of quality of work life because these factors affect employee satisfaction.
3. Evaluation of employee performance systems is recommended to conduct periodic evaluations due to the high level of employee dissatisfaction with their performance evaluation system
4. Career path certainty for KCP employees because the KCP organizational structure consists of only 2 (two) levels, namely as an Intermediary Level and KCP Head
5. The Public Administration and Public Service Officers are recommended to be separated into Public Administration and Public Service Officers because the workflow is contrary to the Public Service Manager working in the front office while the Public Administration Officer works in the back office, the research results also

show that there are still many employees who feel PMPU's workload is too heavy.

6. Management is advised to make pre-retirement programs much earlier for employees who have entered retirement age . Both the programs are related to career and retirement preparation programs.

7. Management is expected to conduct a survey of employee satisfaction on a regular basis so that the factors that become employee complaints can be data and can be corrected for deficiencies in employee satisfaction.

Next Researcher

1. The next researcher is expected to conduct a more comprehensive study of the elements of Quality of Work

2. Researchers can examine QWL from other points of view such as the relationship between QWL and employee performance or the relationship of QWL with engagement.

3. Researchers can follow up on the results of the results of this study because there are differences in the results of the Davis and Newstroom theories which state that as age increases, satisfaction will also increase with the results of this study which show that the closer to retirement age, satisfaction tends to decrease .

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