

Quality of Work Life as A Mediator Between Work-Related Social Capital and Life Satisfaction in the General Electrical Company, Zliten

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جودة حياة العمل كمتغير وسيط بين رأس المال الاجتماعي المرتبط بالعمل والرضا عن الحياة في الشركة العامة للكهرباء – زليتن

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Abstract

The purpose of this study is to ascertain how work-related social capital affects work-life quality, how work-life quality affects life satisfaction, and how work-life quality influences life satisfaction through mediation. The methodology used in this study is quantitative. The study's participants were all employees working at the general electrical company, Zliten. The sample was drawn using a non-probability sampling method, using a purposive sampling technique. The data collection tool used was a questionnaire. To analyze the data, this study used path analysis with the help of the Smart PLS application. The study's findings indicate that work-related social capital has a substantial impact on work-life quality, that work-life quality positively affects life satisfaction, and that work-life quality has been demonstrated to mediate the relationship between work-related social capital and life satisfaction. As a result, it is advised that organizations take greater initiative to develop and enhance social capital in the workplace. This can be done through improving communication between employees, strengthening teamwork, creating a culture of mutual trust, and encouraging positive social interactions.

Keywords: Work-Related Social Capital, Quality Of Work, Life Satisfaction, General Electric Company.

المخلص

يهدف هذا البحث إلى تحديد تأثير رأس المال الاجتماعي المرتبط بالعمل على جودة حياة العمل، وتحديد تأثير جودة حياة العمل على رضا الحياة، وتحديد تأثير جودة حياة العمل في التوسط في تأثير رأس المال الاجتماعي المرتبط بالعمل على رضا الحياة. تستخدم هذه الدراسة نهجًا كميًا. كان مجتمع الدراسة جميع الموظفين العاملين في الشركة العامة للكهرباء، زليتن تم اختيار العينة باستخدام أسلوب أخذ العينات غير الاحتمالية باستخدام أسلوب أخذ العينات الهادف. كانت أداة جمع البيانات المستخدمة هي الاستبيان لتحليل البيانات استخدمت هذه الدراسة تحليل المسار بمساعدة تطبيق Smart PLS استنتاج هذا البحث هو أن رأس المال الاجتماعي المرتبط بالعمل يؤثر بشكل كبير على جودة حياة العمل، وأن جودة حياة العمل لها تأثير إيجابي على رضا الحياة، وقد ثبت أيضًا أن جودة حياة العمل تتوسط تأثير رأس المال الاجتماعي المرتبط بالعمل على رضا الحياة، يوصى بأن تكون المنظمات أكثر استباقية في بناء وتعزيز رأس المال الاجتماعي في مكان العمل. يمكن تحقيق ذلك من خلال تحسين التواصل بين الموظفين، وتعزيز العمل الجماعي، وبناء ثقافة الثقة المتبادلة وتشجيع التفاعلات الاجتماعية الإيجابية.

الكلمات المفتاحية: رأس المال الاجتماعي المرتبط بالعمل، جودة العمل الرضا عن الحياة، الشركة العامة للكهرباء.

Background

In recent decades, the issue of individual well-being has received increasing attention in studies of human resource management and organizational psychology. Life satisfaction, which is a person's subjective evaluation of their overall quality of life, is one of the primary markers of personal well-being (Diener et al., 2020).

Zlitten's general electric company offers a perfect organizational environment for investigating whether employee life happiness and work-related social capital are mediated by quality of work life. Investigating this mechanism may reveal how developing social capital through trust-building, teamwork, and shared norms can enhance quality of work life, which in turn leads to greater life satisfaction.

Life satisfaction reflects positive feelings about life experiences, including experiences at work. Given that most of an adult's time is spent in the work environment, factors originating from the world of work are believed to have an important contribution to life satisfaction (López-Cabarcos et al., 2022). One factor that is starting to be widely studied is work-related social capital, which is a resource that arises from social relationships in the workplace, including trust, support, and norms of mutual assistance among coworkers and superiors (Pekarek & Gahan, 2021).

One valuable resource that might improve an individual's job experience is work-related social capital. According to Ali and Zia-ur-Rehman (2022), social capital in the workplace can promote mutual trust, ease information flow, and lower barriers to employee safety. People feel appreciated and helped in finishing their responsibilities when they have social support and good working connections. According to Wu et al. (2020), social capital at work has a positive correlation with both job satisfaction and subjective well-being, both of which eventually lead to greater life satisfaction. Additionally, social capital serves as a psychosocial resource that improves people's sense of attachment to the company and helps them cope with work-related stress (Miao et al., 2021).

One of the quality of life factors is quality of work life. Quality of work life refers to the perceptions regarding work, work-life balance, personal growth, and job security (Gupta & Sharma, 2021). The notion of quality of work life recognizes the importance of work as a source for the fulfillment of psychological, social, and personal development goals, aside from economic goals. The environment at work tends to encourage the development of a higher quality of work-life balance when social capital is high. By encouraging mutual trust, effective communication, and camaraderie, coworkers can improve the workplace and reduce stress, all of which improve quality of life factors (Lee & Kim, 2021).

Recent studies have confirmed that the correlation between satisfaction with life and social capital at work may be affected by the quality of life at work. For instance, Giorgi et al. (2020) found that workers evaluated the quality of their work life more highly when they felt trusted and supported by their employer, which increased their degree of life satisfaction. Furthermore, it was demonstrated by López-Cabarcos et al. (2022) that improving work-life balance is essential to reducing the negative effects of workplace factors on workers' productivity and well-being.

A solid theoretical basis for comprehending this relationship is offered by Hobfoll et al.'s (2020) Conservation of Resources Theory. According to this hypothesis, people will want to get, preserve, and safeguard the resources they already possess, such as their social capital and their quality of life at work. The primary tools that people can use to establish a more favorable work environment are social and emotional support, which is provided by social capital. Because workers' psychological and professional demands are satisfied in such a work environment, which has a high quality of work life, life satisfaction would eventually increase. Accordingly, the Job Demands-Resources (JD-R) model also highlights how social capital as a

work resource can lessen work-related stress and enhance work-life quality, which eventually raises subjective well-being, including life satisfaction (Bakker & Demerouti, 2020).

Research also reveals that social capital and work-life quality might have different effects on life satisfaction in a cultural setting. In countries with collectivist cultures such as Indonesia, Japan, or Korea, social relations in the workplace are very important because individuals tend to prioritize interpersonal harmony and group loyalty (Li et al., 2021).

In this context, work-related social capital plays a very important role in building quality of work life, because individuals rely heavily on social networks for support, security, and development opportunities. Conversely, in more individualistic cultures, there may be a higher tendency to separate work life and personal life, so that the path of influence through quality of work life may be weaker. In this regard, it can thus be noted that there is a clear need for further research so as to understand better the cultural dynamics that contribute to the role of work-life quality as a mediator for the correlation that exists between social capital and life pleasure.

The current state of research on the mediating role of work-life quality is very limited, especially in developing countries, even though there is a direct positive link between social capital and overall satisfaction with one's life established in a number of studies. It is believed to make a theoretical contribution in understanding mediating links between work-related social capital effects on life happiness. Practically, this study can provide input for organizations to strengthen employee social capital, for example through strengthening a collaborative work culture, open communication, and social capacity development programs. Additionally, as part of initiatives to enhance employees' overall well-being, organizational management may use the study's findings as a foundation for developing work-life strategies.

Thus, this study is important and relevant to be implemented. Organizations can gain new insights into how to manage social resources in the workplace to enhance overall employee well-being by examining the mediating function of quality of work life in the relationship between work-related social capital and life happiness. In the current era of global competition, when employees' ability to work in a supportive and meaningful work environment plays a major role in determining organizational performance, this is becoming more and more important.

Literature Review

Life Satisfaction

A person's evaluation of their quality of life according to personal standards is known as life satisfaction (Cassoni et al., 2020). A cognitive assessment of one's life based on standards chosen by oneself is called life satisfaction (Berlin & Connolly, 2020). Life satisfaction is a construct that represents a person's cognitive evaluation and overall level of quality of life (Nabila & Wahyuni, 2020). Life satisfaction, refers to the extent to which an individual is satisfied with their current achievements, with conditions they dream of or aspire to, with conditions such as feelings of happiness, and with things they consider meaningful in life (Coudronnière et al., 2020).

Life satisfaction has been linked to many beneficial outcomes. It is also related to health and longevity. Even a modest level of life contentment is thought to be just as profitable as a very high level, therefore it is possible that the highest level of life satisfaction can yield the best outcomes (Antaramian, 2020). Individual life satisfaction tends to be high if the individual assesses his satisfaction positively with his situation. Individuals with a low level of life satisfaction tend to face psychological problems, such as depression (Novianti & Alfiasari, 2020).

There are 5 aspects of life satisfaction, including:

(1) The desire to change life is a drive for individuals to make changes in aspects of life and increase individual life satisfaction positively;

(2) Satisfaction with current life is having a good level of life satisfaction means feeling satisfaction with the life being lived now;

(3) Satisfaction with life in the past is the absence of regret in life satisfaction characterized by whatever happened in the past, because it is easy to forget even though it is one of the experiences in self-assessment in the present;

(4) Satisfaction with life in the future is a future with a mysterious life;

(5) Others' assessments of one's life are individual assessments based on the responses of others, which are essential for considering human limitations (Diener & Biswas in Sari et al., 2023).

Diener and Ryan (in Hartono et al., 2022) proposed factors that can influence individual life satisfaction, as follows:

- a. **Social Relationships:** The number of friends and family can influence life satisfaction, and is determined by a person's desire to forge stronger bonds and receive support from their social interactions.
- b. **Occupation and Income:** A person's economic condition and employment status can influence their life satisfaction, as this satisfaction can influence increased creativity, productivity, and improved work results.
- c. **Health and Longevity:** Individuals who are healthy and live longer will be more optimal in achieving various goals to meet their desired social relationship needs.
- d. **Individual Usefulness to Society:** A person's satisfaction will increase when they feel they are useful and can be useful to their social environment.

Work-Related Social Capital

One type of social capital that is created inside the work environment is work-related social capital, which includes a network of interpersonal interactions built on reciprocity norms, mutual trust, and shared values. This capital is essential for fostering a positive work environment, enhancing employee collaboration, and increasing organizational effectiveness. The three primary components of work-related social capital are connecting (relationships with superiors or authorities), bridging (relationships between groups), and bonding (close relationships within groups). All three contribute to enhancing decision-making speed, promoting information sharing, and enhancing employee well-being at work (Miao et al., 2020). High social capital workers typically perform better, are more devoted to the company, and experience less stress at work (Özdemir & Sezgin, 2021). Additionally, because it facilitates a more transparent interchange of ideas between departments and individuals, workplace social capital is also strongly associated with improved creativity and innovation (Hasan et al., 2021). Because social capital can determine an organization's ability to adapt to change, its role is becoming more and more important in the dynamic setting of modern businesses (He et al., 2020).

As a result, in order to strategically develop social capital, human resource management must promote the development of an environment at work that fosters cooperation, candid communication, and employee trust. These initiatives can be implemented through cooperative leisure activities, teamwork training, or an organizational structure that facilitates both vertical and horizontal connectedness. Thus, work-related social capital not only strengthens social relationships in the workplace but also becomes a strategic asset in achieving organizational competitive advantage (Putranto & Wulansari, 2023).

Quality of Work Life

The concept of quality of work life is multifaceted and refers to how well an employee's physical, psychological, and social requirements are met at work. Work-life balance, job stability, equitable pay, involvement in decision-making, professional advancement, and

positive relationships with coworkers are just a few of the elements that make up quality of work life (Mishra & Mishra, 2021).

Employees that have a good work life are more motivated, devoted, and productive in their work. Additionally, in an increasingly competitive workplace, quality of work life is a critical component in luring and keeping top people (Saha et al., 2020). A positive work-life balance can boost job satisfaction and organizational commitment while lowering stress and burnout (Arifin et al., 2022).

Flexible working hours, managerial support, and access to training and development are only a few of the aspects of quality of work life that have grown in the current era of flexible and technology-based employment (Nasurdin et al., 2023). Implementing a quality of work life policy not only benefits employees but also creates a positive organizational climate that impacts overall organizational performance (Nugroho & Darmawan, 2024). Therefore, companies need to continuously evaluate and improve aspects of quality of work life to create healthy, productive, and sustainable working relationships.

Hypothesis and Research Model

1. Work-Related Social Capital on Quality of Work Life

Because it creates an atmosphere that promotes friendly cooperation, mutual trust, and positive interpersonal relationships, work-related social capital has a significant impact on the quality of work life. Workers with strong social networks report feeling more emotionally connected, supported, and valued at work, which enhances job satisfaction and work-life balance (Miao et al., 2020). Social capital, which is derived from constructive relationships between superiors and coworkers, helps to improve team cohesion and lessen work-related stress (Özdemir & Sezgin, 2021). Additionally, social capital facilitates information sharing and emotional support, both of which are essential for managing day-to-day job demands and strengthening a feeling of community within the company (Hasan et al., 2021). High social capital work environments can foster psychological safety, self-improvement, and greater involvement in decision-making (Putranto & Wulansari, 2023). As a result, social capital is a crucial factor in establishing a long-lasting work-life balance. The existence of work-related social capital can also improve employees' flexibility and adaptability to change in a dynamic workplace, which promotes long-term wellbeing and productivity (He et al., 2020). In order to achieve the best possible work-life balance, companies must strategically develop and preserve social capital in the workplace by implementing procedures that promote candid communication, teamwork, and participative leadership.

H1. Work-Related Social Capital has an influence on Quality of Work Life

2. Quality of Work Life on Life Satisfaction

Work-life quality has a significant impact on life satisfaction since work is a significant aspect of a person's life that directly affects their physical, emotional, and social well-being. A safe workplace, good interpersonal interactions, involvement in decision-making, and a work-life balance are all indicators of a high quality of work life. When individuals feel valued and fulfilled at work, this strengthens feelings of meaning in life, self-esteem, and overall happiness (Arifin et al., 2022). Supportive working conditions significantly increase feelings of overall life satisfaction, especially since work is often a primary source of income, social identity, and self-actualization (Zarafshani et al., 2020). Furthermore, quality of work life can also reduce stress, anxiety, and role conflict, thereby improving the quality of personal and social relationships outside the workplace (Chen et al., 2021). Organizational support for quality of work life has been shown to be a critical psychological buffer in preserving individual mental and emotional balance in today's demanding workplace (Nasurdin et al., 2023). In other words, corporate investment in improving quality of work life not only improves employee

performance and loyalty but also has a long-term positive impact on their overall well-being (Nugroho & darmawan, 2024). Therefore, a key tactic for attaining greater life satisfaction among the workforce is an approach centered on enhancing the quality of work life.

H2. Quality of Work Life has an influence on Life Satisfaction

3. Quality of Work Life can mediate the influence Work-Related Social Capital on Life Satisfaction

As the primary link between pleasant social experiences at work and overall well-being, quality of work life can operate as a mediator in the relationship between life satisfaction and work-related social capital. A healthy and productive work environment is supported by social networks, trust, and cooperation, all of which are reflected in work-related social capital (Miao et al., 2020). Employees who have strong social relationships at work typically feel more valued, motivated, and emotionally supported, which enhances their assessments of the quality of their work life (Hasan et al., 2021).

Life satisfaction is directly impacted by stress reduction, emotional balance, and finding one's purpose in life, all of which are fostered by a positive and supportive work environment (Zarafshani et al., 2020). Workers who receive social assistance at work report greater job satisfaction and a better work-life balance, both of which improve their quality of life, according to a study by Özdemir and Sezgin (2021). Additionally, by enhancing emotions of competence, security, and contentment at work, quality of work life plays a critical role in connecting organizational aspects to human well-being (Nasurdin et al., 2023). Quality of work life is therefore a key mechanism that explains how social capital at work might result in greater levels of life satisfaction and general pleasure. As a result, companies that prioritize growing social capital and enhancing workers' work lives at the same time stand a better chance of developing a successful and effective workforce.

H3. Quality of Work Life can mediate the influence Work-Related Social Capital on Life Satisfaction

Framework

The following is the framework for this research:

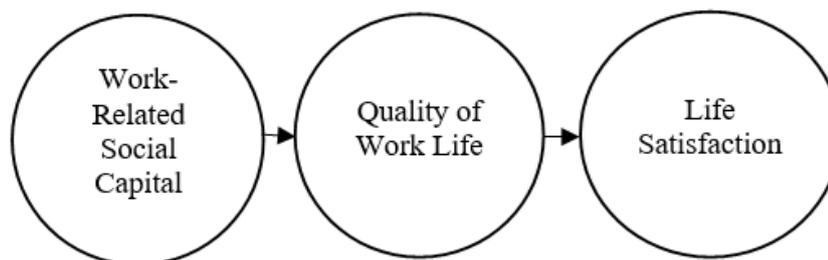


Figure 1. Framework

Research Method

It is a quantitative approach, processing the nominal data to analyze the correlations among study variables in a quantifiable manner. The research methodology performed will be an explanatory study since the aim is to clarify the cause of the relationship, which occurs between independent and dependent variables. This study also tends to test hypotheses that were previously formulated. The total population of this study consisted of all employees of General Electric, Zlitten. For the research sample, a non-probability sampling method called purposive sampling was employed based on the followings:

1. Employees who have worked for more than one year
2. Willingness to participate in this study.

The data was collected using a 5-point Likert scale, ranging from 1, which denotes "Strongly Disagree," to 5, which denotes "Strongly Agree." Path analysis with the help of the Smart PLS tool was adopted for the analysis of the data collected in this study. By looking at the coefficient values of each relationship path between the independent and dependent variables, this analysis seeks to find relationships between variables, both direct and indirect. Additionally, the presented hypotheses' validity, reliability, and significance were verified using the Smart PLS tool. The following are the questionnaire items and scales used in the measurement.

Analysis Data And Discussions

Table 1. Respondent Profile

Gender	n	%
Male	94	94,0
Female	6	6,0
Age	n	%
<30 years	14	14,0
31 – 40 years	12	12,0
41 – 50 years	50	50,0
> 50 years	24	24,0
Education	n	%
Bachelor's Degree	49	49,0
Diploma	33	33,0
Master Degree	6	6,0
Senior High School	12	12,0
Length of Work	n	%
1 – 3 years	10	10,0
4 – 7 years	48	48,0
8 – 10 years	28	28,0
> 10 years	14	14,0
Total	100	100

Source: Processed Primary Data (2025)

It is known that the majority of respondents in this study were male, namely 94 respondents or 94% while for the female gender there were 6 people or 6%. In the age category, it is known that 50% (50 respondents) of the sample were aged 41 - 50 years, which is the largest group of respondents. The next largest group was those aged between 50 years, which constituted 24% of the sample (24 respondents), followed by people aged between 30 years (14%), and people aged 31 - 40 years (12 respondents), which was only 12%. Regarding educational background, it is known that 49% of respondents (49 respondents) had a Bachelor's Degree education, 33% had a diploma educational background (33 respondents), 12% had a high school (SMA) (12 respondents) and 6% had a master's degree (S2) (6 respondents). Regarding length of service, as many as 48% (48 respondents) of respondents have worked for 4-7 years, as many as 28% (28 respondents) of respondents have worked for 8-10 years, as many as 14% (14 respondents) of respondents have worked for more than 10 years, while as many as 10% (10 respondents) have worked for 1-3 years.

Analysis of Measurement Model Results

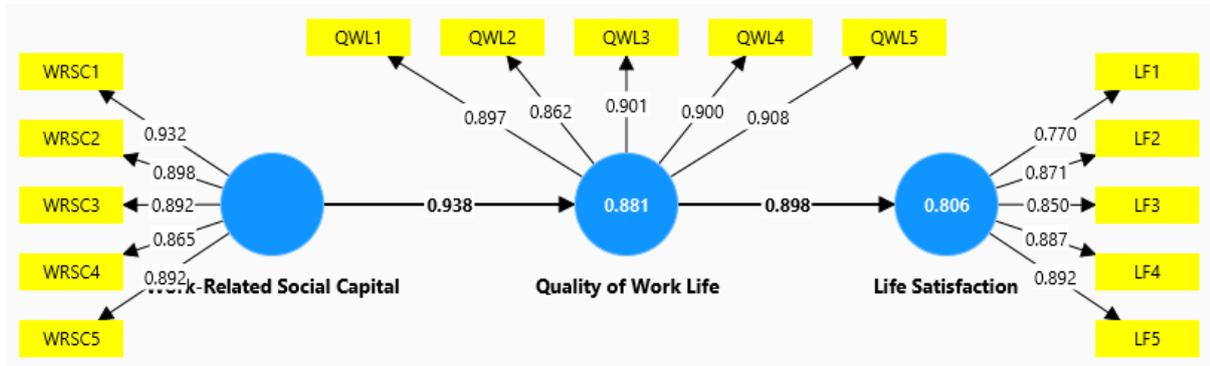


Figure 2. Outer Model.

Source: SmartPLS Data Processing Results (2025)

Validity Test

Average Variance Extracted (AVE) and Outer Loading were used to assess convergent validity. If an indicator's Outer Loading (Standardized Loading Estimate) is greater than 0.70 and its AVE is greater than 0.50, the variable is deemed legitimate (Abodher,2019)

Table 2. Convergent Validity and Reliability Test

Variable / Indicator	Outer Loading	Composite Reliability	Cronbach's Alpha	AVE
Life Satisfaction		0.931	0.907	0.731
LF1	0.770			
LF2	0.871			
LF3	0.850			
LF4	0.887			
LF5	0.892			
Quality of Work Life		0.952	0.937	0.799
QWL1	0.897			
QWL2	0.862			
QWL3	0.901			
QWL4	0.900			
QWL5	0.908			
Work-Related Social Capital		0.953	0.938	0.803
WRSC1	0.832			
WRSC2	0.898			
WRSC3	0.892			
WRSC4	0.865			
WRSC5	0.892			

Source: SmartPLS Data Processing Results (2025)

It is clear from Table 2 above that every indicator in this study has an outside loading value larger than 0.5, indicating its validity. According to the aforementioned statistics, every variable is legitimate since the Average Variance Extracted (AVE) value is higher than 0.5. Cronbach's Alpha and Composite Reliability were then used for reliability testing. Because the Composite Reliability findings are higher than the criterion of 0.6 and Cronbach's Alpha is higher than the threshold of 0.7, all of the variables in this study can be considered reliable based on the test results.

Table 3. Discriminant Validity

Variable	Life Satisfaction	Quality of Work Life	Work-Related Social Capital
Life Satisfaction			
Quality of Work Life	0.873		
Work-Related Social Capital	0.841	0.829	

Source: SmartPLS Data Processing Results (2025)

Variables with an HTMT ratio of values below 0,9 can be considered valid. The findings in this study indicated values of HTMT lower than 0,9. Therefore, there is a positive effect on the discriminant validities of these constructs.

Structural Model Results

Multicollinearity test

The Variance Inflation Factor is then used to test for multicollinearity. If the indication exceeds the VIF threshold of 5, it is indicative of multicollinearity and suggests that the indicator is unnecessary or redundant.

Table 4. VIF Inner Table

Variable	Life Satisfaction	Quality of Work Life	Work-Related Social Capital
Life Satisfaction			
Quality of Work Life	1.000		
Work-Related Social Capital		1.000	

Source: SmartPLS Data Processing Results (2025)

Based on Table 4, all indicators' VIF values are known to be less than 5, which is the cutoff point for multicollinearity. Therefore, it can be said that there is no multicollinearity in the data used in this investigation.

Coefficient of Determination Test (R²)

The measure of the coefficient of determination for the endogenous variable is indicated by the R-square value. The three criteria in determining the acceptable R-square values include 0.75, moderate, and 0.25 for the weak criteria. Table 5 below portrays the result of the R-square value of the study:

Table 5. R-Square (R²) Value

Variable	R ²
Life Satisfaction	0.806
Quality of Work Life	0.881

Source: SmartPLS Data Processing Results (2025)

Based on Table 5, The Life Satisfaction variable has an r-square value of 0.806, which indicates that the Quality of Work Life variable influences it 80.6% of the time, with additional variables not examined in this study influencing the remaining portion.

With an r-square value of 0.881, the Quality of Work Life variable is 88.1% influenced by Work-Related Social Capital, with other variables not examined in this study having the remaining influence.

Hypothesis Test Results

The next step is to test the hypotheses of the chosen research model after confirming the validity and reliability of the measurements utilized in this study. The interrelated link between endogenous and exogenous variables in the research model is examined in this study using SEM. Exogenous variables are those that can be affected by variables outside the research model, whereas endogenous variables are those that can be affected by both exogenous and other endogenous elements inside the research model.

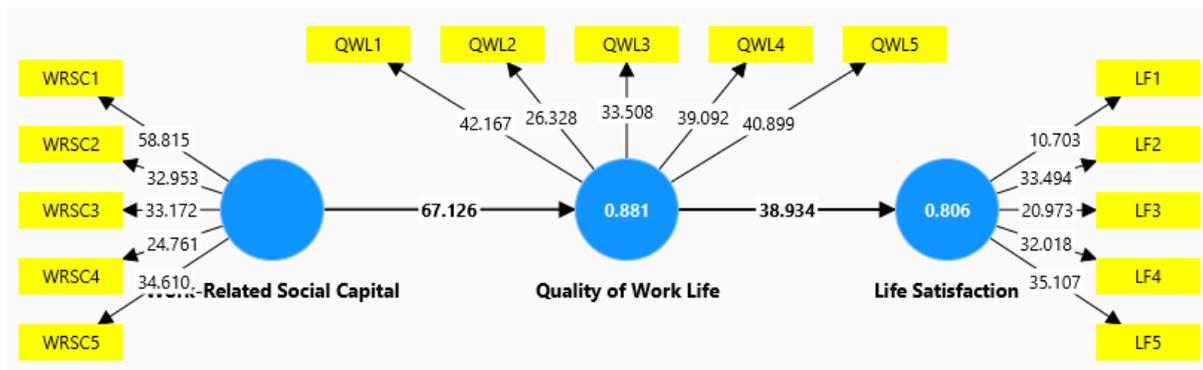


Figure 3. Inner Model (Bootstrapping)
Source: SmartPLS Data Processing Results (2025)

Table 6. Path Coefficients Results

		Path Coefficients	t statistics	P Values	Information
H1	H1. Work-Related Social Capital → Quality of Work Life	0.938	67.126	0.000	Accepted
H2	Quality of Work Life → Life Satisfaction	0.898	38.934	0.000	Accepted
H3	Quality of Work Life can mediate the influence Work-Related Social Capital on Life Satisfaction	0.842	27.669	0.000	Accepted

Source: SmartPLS Data Processing Results (2025)

Hypothesis 1 claims that the quality of work life is influenced by work-related social capital, with a p-value of 0.000, a t-statistic of 67.126, and a path coefficient of 0.938. Consequently, H1 is validated.

Hypothesis 2 cites a path coefficient of 0.898, a t-statistic of 38.934, and a p-value of 0.000 as evidence that life happiness is influenced by work life quality. H2 is supported as a result.

Hypothesis 3 claims that, with a path coefficient of 0.842, a t-statistic of 27.669, and a p-value of 0.000, the impact of work-related social capital on life happiness can be mediated by quality of work life. H3 is therefore supported.

Discussion

Work-Related Social Capital on Quality of Work Life

Work-Related Social Capital (WRSC) has a significant influence on Quality of Work Life (QWL) because WRSC reflects the network of social relationships in the workplace that can enhance emotional support, trust, and collaboration among employees. People are more likely to feel content, driven, and psychologically safe when they have a strong social connection to their coworkers, managers, and workplace, which eventually improves their quality of work-life balance. The results of this investigation support those of Hasanzadeh et al. (2021), who discovered that WRSC plays a beneficial effect in fostering a supportive and healthful workplace that enhances employee well-being. The results of Shamsi et al. (2020), who found that social capital in the workplace can lower psychological distress and raise job satisfaction, support this. Additionally, WRSC is essential for fostering engagement and a sense of belonging in a company that promotes QWL, according to Eslami et al. (2019). Additionally, a study by Huang et al. (2022) emphasized how strong social links at work promote social support, which enhances mental health and job happiness. In fact, Kim et al. (2020) found that positive social interactions among coworkers can enhance productivity and well-being while lowering conflict at work. Overall, WRSC improves QWL aspects like work-life balance, job satisfaction, and organizational support in addition to fortifying interpersonal ties. Therefore, to enhance their employees' quality of work-life balance, organizations should promote the development of a positive social environment through open communication and a collaborative culture.

Quality of Work Life on Life Satisfaction

Quality of Work Life (QWL), which gauges how effectively working conditions support employees' social, psychological, and physical well-being, has a significant impact on life satisfaction. Work-life balance, job stability, decision-making involvement, interpersonal interactions, and self-development possibilities are all included in QWL. Employees' total life happiness is greatly impacted when they feel appreciated and their workplace meets their demands, both personal and professional. These findings are supported by Putri and Utami's (2021) research, which demonstrated that a healthy QWL fosters a work-life balance and increases employee life satisfaction. Safari et al. (2020) discovered a similar correlation between QWL and the well-being and life satisfaction of public sector workers. Additionally, a study by Efraty and Sirgy (2020) highlighted how QWL elements including fair incentives, employment autonomy, and meaningful work greatly boost life satisfaction. Additionally, QWL increases employee work motivation and engagement, which in turn affects life happiness, according to research by Kanten and Ulker (2021). Organizations that promote employee well-being through QWL (Quality of Work) have employees that are generally happier, according to a study by Salas-Vallina et al. (2022). Consequently, it can be said that QWL helps to improve workers' general quality of life in addition to boosting work productivity.

Quality of Work Life mediate Work-Related Social Capital on Life Satisfaction

Quality of Work Life (QWL) has a significant role in mediating the relationship between Life Satisfaction and Work-Related Social Capital (WRSC). WRSC refers to social networks,

interpersonal relationships, trust, and norms of reciprocity in the workplace, which strengthen social support and cohesion among employees. When WRSC is high, employees tend to experience strong social support, a sense of belonging, and positive collaboration at work. However, these positive influences do not directly translate to life satisfaction; rather, judgments about the caliber of work life operate as a mediator. Work-life balance, equitable working conditions, career growth possibilities, decision-making participation, and job security are all included in QWL. The results of this study support those conducted by Rantanen et al. (2021), which showed that good interpersonal relationships in the workplace enhance perceived QWL, which in turn leads to higher life satisfaction. Furthermore, Li et al. (2020) found that WRSC facilitates improved working conditions through communication and mutual support, which enhances QWL. Research by Özbag and Ceyhun (2020) confirms that QWL acts as a significant mediator in enhancing psychological well-being through organizational social capital. Thus, QWL serves as a bridge connecting social values within the work environment with an individual's overall evaluation of their life. Without adequate quality of work life, the positive influence of WRSC may not be strong enough to significantly increase life satisfaction. Therefore, organizational management should focus on improving QWL as a strategy to optimize the benefits of WRSC on employee life satisfaction. This approach is also relevant in the context of collectivistic cultures such as Indonesia, where social relations and work well-being have an interrelated influence on quality of life.

Conclusion

Organizations should rather be proactive about developing and improving their social capital at work based on findings from research that suggest that work-related social capital exerts a positive effect on the quality of life at work, quality of life at work positively affects life satisfaction, and quality of life at work was discovered to mediate the effect of work-related social capital on life satisfaction. This can be done through improving communication between employees, strengthening teamwork, creating a culture of mutual trust, and encouraging positive social interactions. In addition, organizations need to focus on improving the quality of work life by providing a safe, fair work environment that supports a balance between work and personal life. Career development programs, recognition for employee contributions, and employee involvement in decision-making also need to be considered to strengthen QWL. Since QWL has proven to play an important intervening role connecting the concept of social capital in the workplace and the construct of life satisfaction, integrated human resource management and the well-being of employees will positively influence not only productivity but also overall life satisfaction. In the context of contemporary firms that place a high value on employee psychosocial well-being and the sustainability of human resources, this strategy is extremely pertinent.

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