

ARTICLES

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THE MEDIATING ROLE OF JOB SATISFACTION BETWEEN QUALITY IN WORK FACTORS AND WORK ENGAGEMENT

El papel mediador de la satisfacción laboral entre la calidad en los factores del trabajo y el compromiso laboral

O papel mediador da satisfação no trabalho entre a qualidade dos fatores de trabalho e o comprometimento com o trabalho

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ABSTRACT

The purpose of this paper is to analyze the relationship between quality in work factors (QWF) and work engagement (WE) with a mediating role of job satisfaction (JS). A quantitative cross-sectional methodology was used. The sample consisted of 234 bank employees. Data were analyzed with technique structural equation modeling. Results revealed that JS is a total mediator between QWF and WE. The evidence indicates that QWF is an antecedent of WE in the banking sector, but engagement will be increased when banking employees as well are satisfied with their jobs. The overall level of JS and WE was high because bank employees perceive quality on responsibility, feedback, wage, and social support as work factors. This study presents a scope of results limited to the north-central region of Mexico.

Keywords: quality in work factors, work engagement, job satisfaction, banking sector, mediation.

RESUMEN

El propósito de este documento es analizar la relación entre la calidad en los factores del trabajo (CFT) y el compromiso laboral (CL) con un rol mediador de la satisfacción laboral (SL). Se utilizó una metodología cuantitativa transversal. La muestra estuvo conformada por 234 empleados bancarios. Los datos fueron analizados con la técnica de ecuaciones estructurales. Los resultados revelaron que la SL es un mediador total entre la CFT y el CL. La evidencia indica que la CFT es un antecedente del CL en el sector bancario, pero el compromiso aumentará cuando los empleados bancarios también estén satisfechos con su trabajo. El nivel general de SL y CL fue alto porque los empleados bancarios perciben calidad en la responsabilidad, retroalimentación, salario y apoyo social como factores del trabajo. Este estudio presenta un alcance de los resultados limitado a la región centro-norte de México.

Palabras clave: calidad en los factores del trabajo, compromiso laboral, satisfacción laboral, sector bancario, mediación.

RESUMO

O objetivo deste documento é analisar a relação entre os fatores de qualidade no trabalho (FQT) e o comprometimento do trabalho (CT) com um papel mediador da satisfação no trabalho (ST). Uma metodologia quantitativa transversal foi utilizada. A amostra foi composta por 234 funcionários de bancos. Os dados foram analisados com a técnica de equações estruturais. Os resultados revelaram que a ST é um mediador total entre os FQT e o CT. As evidências indicam que os FQT são um precedente para o CT no setor bancário, mas o comprometimento aumentará quando os bancários também estiverem satisfeitos com seu trabalho. O nível geral de ST e CT foi alto porque os funcionários do banco percebem a qualidade na responsabilidade, feedback, salário e apoio social como fatores de trabalho. Este estudo apresenta um escopo de resultados limitado à região centro-norte do México.

Palavras-chave: qualidade no trabalho, fatores, comprometimento no trabalho, satisfação no trabalho, setor bancário, mediação.

INTRODUCTION

The banking sector in Mexico is a sector that has been little studied with respect to labor conditions, as a consequence of the policies established by financial groups. Particularly, banking plays a role of special interest within the services classification by being the driver of the economies of nations (Sarangal & Nargotra, 2017). It is noteworthy that globalization in the banking sector generated a new scenario for its employees, involving adaptation to constant processes of innovation, competitiveness and user demands (Sarangal & Nargotra, 2017) that go hand in hand with emerging labor adjustments that make the correct management of work engagement (WE) necessary (Hernández, 2013). For Mexico, studying the topic is relevant in two ways; first, because the transformations of the banking system led to the modification of labor policies adapting them to the needs of globalized banking (Gallardo, Ángeles, & Neme, 2011), and second, because no empirical evidence was found in the Mexican context to provide information that could serve as a guide to improve WE in banking.

This research is developed with a WE business case perspective that seeks to explain how employee well-being can contribute to the success of service organizations. In such organizations, WE is a key element for the achievement of their objectives (Nawrin, 2018), since employees, through their attitudes, reflect the organizational image, influencing customer decisions (Nguyen, Nguyen, Ngo, & Nguyen, 2019), and the attractiveness for future collaborators (Hinojosa & Cogco, 2020). Additionally, it is a topic of particular interest to organizations (Gheitani, Imani, Seyyedamiri, & Foroudi, 2019) because it contributes to financial success (Harunavamwe, Nel, & Zyl, 2020), decreases early intentions to leave a job (Karatepe, Ozturk, & Kim 2019), and has positive effects on job performance and customer loyalty (Nguyen et al., 2019; Salanova, Agut, & Peiro, 2005). Engaging with their jobs also generates benefits for employees, such as a sense of achievement and self-fulfillment, although research on this is limited (Lee & Ok, 2016).

Recently, employers have paid more attention to factors that are antecedent and consequence of WE because disengaged employees are costly to an organization (Rayton & Yalabik, 2014). Previous research found that a person's commitment results from his or her perceptions about the benefits or security that the job can give him or her (Kahn, 1990), and that work motivation is favored by the psychological state that is generated as a consequence of the characteristics of the job (Hackman & Oldham, 1980). Therefore, this research believes that quality perceptions about work factors could be predictors of WE.

Recent literature argues that job satisfaction (JS) is a predictor of WE (Garg, Dar, & Mishra, 2018; Pieters, 2018; Sarangal & Nargotra, 2017). For example, Yalabik, Rayton, and Rapti (2017) indicate that JS influences WE through the employee's emotional evaluation of the fulfillment of his or her work needs and, when the evaluation is positive, it becomes a stimulating motivator of commitment to work. According to the bifactor theory of Herzberg, Mausner, and Snyderman (1959), there are elements of work such as responsibility, feedback, salary, and social support that integrate the intrinsic and extrinsic motivation of the worker, which, when perceived as positive elements, allow a favorable interpretation of quality in work factors (QWF), favoring JS.

Considering the context of the Mexican labor market, the National Occupation and Employment Survey positions professions related to finance, banking and insurance as those with the best salaries (Observatorio Laboral, 2019) [Labor Observatory], so this research believes that banking employment in Mexico can be considered as a better provider of employment quality with respect to other jobs; however, the literature review mentions that to achieve a high WE it is necessary that the employee also be satisfied with his or her job (Radosevich, Radosevich, Riddle, & Hughes, 2008).

According to the above approach showing a link between QWF and JS, with WE, the following research questions are generated: Does QWF influence the WE of bank employees in Mexico? Can JS mediate the effects between QWF and WE? Based on these questions, this research aims to analyze the relationship between QWF and WE with the mediating role of JS.

This study begins with a literature review and presentation of previous research showing the relationships suggested in the model. Next, the methodological framework was described, including the technique, sample, and measurements. Lastly, the results were explained, followed by discussion and research conclusions.

LITERATURE REVIEW

This section describes the study variables and explains the role they play in the proposed theoretical model.

Work Engagement

WE is a work-related affective-cognitive state (Schaufeli, Bakker, & Salanova, 2006), involving a psychological connection of the employee to his or her task and the investment of physical, emotional, and cognitive resources resulting from work motivation (Christian, Garza, & Slaughter, 2011). WE allows the development of an emotional bond between the employee and the work context that incentivizes the effort to carry out their activities (Lu, Lu, Guroy, & Neale, 2016). It is made up of determination (investing high energy and effort), dedication (higher than standard participation) and absorption (remaining fully concentrated) (Schaufeli & Bakker, 2004; Schaufeli et al., 2006). Recent studies in the banking context have found evidence that WE receives positive effects of self-leadership, job integration, and psychological resources (Harunavamwe et al., 2020); psychosocial safety (Tagoe & Amponsah-Tawiah, 2020); job cognition (Nguyen et al., 2019); high-performance work systems and resilience (Cooke, Cooper, Bartram, Wang & Mei, 2016); family support and self-efficacy (Karatepe et al., 2019); personal, work and organizational resources (Nawrin, 2018); and JS (Garg, Dar & Mishra, 2018). Additionally, it is argued that WE increases performance and decreases intentions to change jobs (Karatepe et al., 2019; Lathabhavan, Balasubramanian, & Natarajan, 2017). Other research suggests that perceptions of QWF positively influence WE, so the following section describes the findings identified.

Quality in Work Factors and Work Engagement

QWF happens when the employee perceives that his or her work needs have been met (Lee, Back, & Chan, 2015). According to Herzberg (1966), work is composed of motivational and hygiene factors; motivational factors are based on satisfying the employee's psychological growth needs (Zhang, Yao, & Cheong, 2011), and hygiene factors seek to contribute to work-associated needs (Sledge, Miles, & Copping, 2008).

Work motivational factors include responsibility (Herzberg, 1966) and feedback (Morris & Venkatesh, 2010). Responsibility is the degree to which an employee is charged with attending to an objective (Sledge et al., 2008). In frontline jobs, responsibility involves meeting customer requirements, which can create a challenge and motivate the employee to focus on the job (Karatepe, Beirami, Bouzari, & Safavi, 2014). Studies in the hospitality industry have found a positive effect of responsibility to WE in frontline employees (Karatepe et al., 2014). In another context, previous results showed that student responsibility is a predictor of the WE of academics (Capri, Gunduz, & Akbay, 2017). Conversely, evidence in health care employees did not support the effect between job responsibility and WE (Carlo, Corso, Falco, Girardi, & Piccirelli, 2016).

Feedback represents the amount of information provided to the employee regarding his or her job performance (Katsikea, Theodosiou, Perdakis, & Kehagias, 2011). When feedback is provided, the employee knows his or her degree of advancement in the organization and can work on his or her skills generating greater work effectiveness; similarly, when feedback comes with managerial support the employee's WE is maintained (Sommer & Kulkarni, 2012). In this regard, previous research has reported that when employees have sufficient resources to receive feedback, greater WE is generated (Breevaart, Bakker, & Demerouti, 2014). Other results indicate that bank managers found in feedback a means to inform their employees of the strengths and weaknesses performed, creating a stimulus in the employee to make more effort and consequently improve WE (Ahmed, Kura, Umrani, & Pahi, 2020).

Furthermore, salary and social support are factors of hygiene at work (Herzberg, 1966). To analyze them, reference is made to the contributions of Chiang and Wu (2014), which indicate that employees are internal customers of the organization, who are offered an intra-organizational service characterized by the way in which the work is carried out, and when they perform a service positively, the employee perceives quality. In this sense, the literature shows that employees make comparisons between their salaries and those of reference groups (Kifle, 2014), either of co-workers, their own salaries from previous periods (Grund & Rubin, 2017), or of similar positions in the job market (Grund & Sliwka, 2007). In addition, Farndale and Murrer (2015) claim that in groups such as the Mexican population, financial rewards are important because they provide security. Likewise, previous research has found that an employee's effort improves when he or she receives an efficient salary (Goldsmith, Veum, & Darity, 2000). A study conducted in a multinational financial services organization found that giving high financial rewards favors engagement and, specifically, the relationship was stronger in Mexican respondents (Farndale

& Murrer, 2015). In this sense, in this research it is expected that through these comparisons, the employee will evaluate the quality of the internal service provided by the organization.

Finally, social support is a factor that can make work an interesting experience (Lambert, Minor, Wells, & Hogan, 2016). Working with friendly people enables the strengthening of good relationships among co-workers (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016), increasing participation (Lambert et al., 2016) through teamwork (Alegre et al., 2016). The relationship between social support and WE has recently been proven; for example, the results of Kiema-Junes et al. (2020) showed that social support received from supervisors, co-workers and family influenced WE. In particular, social support was the strongest predictor for employee dedication and determination. Similarly, Nasuridin, Ling, and Khan's (2018) findings showed that perceptions of supervisor support were the strongest predictor of WE, and support received from co-workers and the organization were also important determinants of WE.

As the above evidence suggests, when employees perceive QWF they show higher WE, thus:

H1: Perceived quality in work factors is a positive predictor of work engagement.

Mediating role of Job Satisfaction

JS is the positive result of an employee's evaluation of the elements involved in the job based on his or her work experience (Locke, 1969). When the employee perceives that their expectations about job characteristics have been met, they experience satisfaction with their job (Knapp, Smith, & Sprinkle, 2017). Previous research regarding the relationship between quality and JS has analyzed various job factors, for example, in private banking QWF was found to influence perceptions of JS (Dhamija, Gupta, & Bag, 2019). Other authors found that empowering decision-making and receiving social support were job characteristics that were positively associated with the JS of bank employees (Cambre, Kippers, Veldhoven, & Witte, 2012). Moreover, having a higher salary increase than the reference group improves JS (Diriwachter & Shvartsman, 2018); conversely, previous evidence indicates that woman financial services managers in banking and insurance institutions were dissatisfied with receiving lower salaries than their male co-workers in similar positions (Tlaiss, 2013). Finally, feedback is another work factor that has shown positive effects on JS by mitigating the negative effects originating from role ambiguity (Jong, 2016).

There is currently a discussion in the literature regarding the causal order between JS and WE (Yalabik, Popaitoon, Chowne, & Rayton, 2013). On the one hand, some studies show that highly engaged employees are characterized by being more immersed and dedicated to their work as a consequence of how challenging and inspiring it is, thus triggering higher JS (Karanika-Murray, Duncan, Pontes, & Griffiths, 2015; Lu et al., 2016); and on the other, previous evidence also indicates that WE is an active state that is strongly influenced by employees' JS (Butakor, Guo, & Adebajji, 2021; Voki & Hernaus, 2015). In this sense, this research suggests JS as a predictor

of WE by considering that engagement arises as a consequence of the emotional evaluation made by the employee about the satisfaction of their work needs (Yalabik et al., 2017). Following this trend, evidence indicates that satisfied employees are more committed to their work, with intrinsic satisfaction (e.g., responsibility and feedback) generating the highest motivation in WE (Garg et al., 2018). Other researchers reviewed the predictive ability of intrinsic and extrinsic JS with the determination and dedication dimensions of WE, finding that intrinsic satisfaction is a predictor of determination and dedication, while extrinsic JS (e.g., salary and social support) only showed significant effects for dedication (Pieters, 2018).

In general, previous evidence points out that when the employee perceives that his or her work expectations have been met (quality), on the one hand, the employee could develop higher WE, and, on the other hand, could experience positive feelings towards work (JS) which, in turn, can incentivize WE. In this sense, JS could exert a mediating role between QWF perceptions and WE (Figure 1).

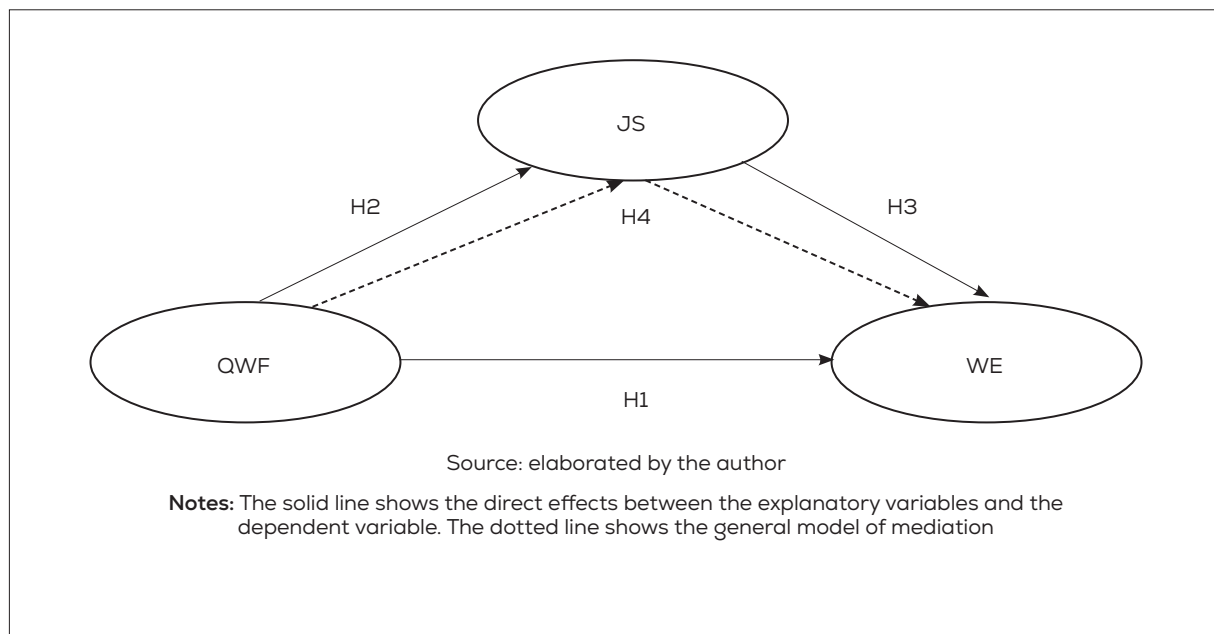
Given these arguments, this research proposes the following:

H2: Perceived quality in work factors is a positive predictor of job satisfaction.

H3: Job satisfaction is a positive predictor of work engagement.

H4: Job satisfaction is a mediator in the relationship between quality in work factors and work engagement.

Figure 1. Theoretical model of mediation



METHODOLOGY

Sample and Procedure

The participants were bank employees from nine financial groups belonging to the commercial banking sector located in north-central Mexico. The sample consisted of employees with direct contact with customers and with at least one year of seniority. These characteristics were chosen because the most engaged employees are those who have frequent contact with customers (Karatepe, Yavas, Babakus, & Deitz, 2018) and because, according to the approaches of this research, a bank employee needs to have had the opportunity to assess perceptions of quality from his or her experience on the job. The data were collected by two researchers using a paper questionnaire; the procedure consisted of obtaining the authorization of the branch manager and then explaining the structure of the instrument to each participant in their personal workspaces, the approximate response time being 15 minutes. The branches and employees were selected through stratified random sampling with proportional allocation, obtaining a requirement of 295 observations. The stratification was based on records from the National Statistical Directory of Economic Units. This type of sampling was used because the only public information available on the employment of bank personnel in Mexico is the classification of strata by number of personnel employed in each bank branch; personal data was not included, so they were assigned an identification number. The questionnaires were distributed in 106 bank branches; 245 questionnaires were complete, but only 234 met the Mahalanobis criterion with which the presence of outliers was identified (Hair, Hult, Ringle, & Sarstedt, 2014), representing a response rate of 79.32%. Table I presents the demographic characteristics of the sample.

Table 1. Personal and professional characteristics

| Item | N (234) | % |
|--------------------------------|---------|------|
| Age | | |
| Less than 30 | 132 | 56.4 |
| 30-40 | 83 | 35.5 |
| 41 or more | 19 | 8.1 |
| Gender | | |
| Male | 106 | 45.3 |
| Female | 128 | 54.7 |
| Work Position | | |
| Cashier | 82 | 35 |
| Cash boss | 16 | 6.8 |
| Executive | 100 | 42.7 |
| Digital / Multichannel Advisor | 13 | 5.6 |
| Other | 23 | 9.9 |
| Job Tenure | | |
| 1-5 years | 166 | 70.9 |
| 6-10 years | 39 | 87.6 |
| More than 10 years | 29 | 100 |

Source: elaborated by the author

Measures

The questionnaire had a section to collect demographic information on the sample, requesting details on age, sex, position, and length of service. The following sections corresponded to the QWF, JS and WE variables. A 10-point scale was used to measure the three variables; according to Dawes (2008), 5-, 7-, and 10-point scales have statistically comparable use for data processing in confirmatory factor analysis and structural equation modeling. The coefficient used to verify the internal consistency of the scales was Cronbach's alpha, providing a coefficient of 0.921 for the total of the instrument, a result that according to Nunnally (1978) is considered adequate since it presents values above 0.70.

Quality in Work Factors

To measure perceptions of QWF, responsibility, feedback, salary, and social support were considered, and the items were adapted from Herzberg (1966) by first implementing the criteria of expert researchers and then a pilot test. A sample item is "Considering my experience at the bank, to what extent do I consider that I receive a competitive salary compared to that offered by other banks for a similar position?" Cronbach's alpha coefficient for QWF was 0.873.

Job Satisfaction

JS was measured using a general satisfaction scale, adapting six items from previous satisfaction studies in the Mexican context (Martinez, Cogco, & Perez, 2016; Perez, Martinez, & Cogco, 2017; Rodriguez, Cogco, & Perez, 2014). A sample item is "To what extent is my job what I expected it to be before joining the bank?" Two items were eliminated because they did not meet the reliability criteria. Cronbach's alpha coefficient for JS was 0.878.

Work Engagement

From the contributions of Schaufeli et al. (2006), six items were used to assess the engagement of bank employees. A sample item is "Considering my experience at the bank, to what extent do I find that in the mornings I look forward to going to work?" In order to improve the statistical properties of the scale, three items were eliminated; according to García, Gil and Rodriguez (2000), three items are the minimum amount necessary to evaluate a variable. Cronbach's alpha coefficient for the WE was 0.853.

RESULTS

To evaluate the theoretical mediation model, the structural equation modeling (SEM) technique was used. According to Hair, Black, Babin and Anderson (2010), SEM is the appropriate technique when analyzing variables that cannot be observed directly. Data were processed in AMOS statistical software (version 24). Overall, the results obtained support QWF as a positive predictor of JS and WE, and JS as a mediator between QWF and WE.

Measurement model

The implementation of SEM requires the prior performance of confirmatory factor analysis (CFA) to corroborate the convergent and discriminant validity of the constructs (Fornell & Larcker, 1981). To carry out the CFA, the standardized estimators (Hox & Bechger, 1998) were reviewed; in general, the items obtained statistical weights above the optimal criterion of 0.708, and only one item was below this level, although it was above the minimum threshold of 0.40 (Hair et al., 2014).

Table II shows that the results of the measurement model conform to the criteria established by Hair et al. (2010). Construct reliability was verified following the criteria of Hair et al. (2014), concluding that Cronbach's alpha and the composite reliability coefficient (CR) are satisfactory with values above 0.7. For the reliability of the measurement scale, the average variance extracted (AVE) criterion was verified to be greater than 0.50 (Fornell & Larcker, 1981). AVE provides construct validity because the result indicates that latent variables share more than 50% of the variance with their items, decreasing the shared variance with measurement error (Hair et al., 2014). These results provide convergent validity for the measurement instrument used. Following Fornell and Larcker (1981), satisfactory discriminant validity was determined, with the results reporting that the square root of the AVE was greater than the correlations between the variables in the model.

Structural model

The results obtained from the structural model satisfy the absolute, incremental and parsimony fit criteria (Hu & Bentler, 1999). In this study, the absolute fit indicators show GFI = 0.936; RMSEA = 0.072; SRMR = 0.050. Incremental fit measures include CFI = 0.970; AGFI = 0.898; NFI = 0.947; PClose = 0.035. In addition, the normalized chi-square results present an acceptable parsimony fit $CMIN/DF = 2.216$.

Table 2. Results of Measurement Model

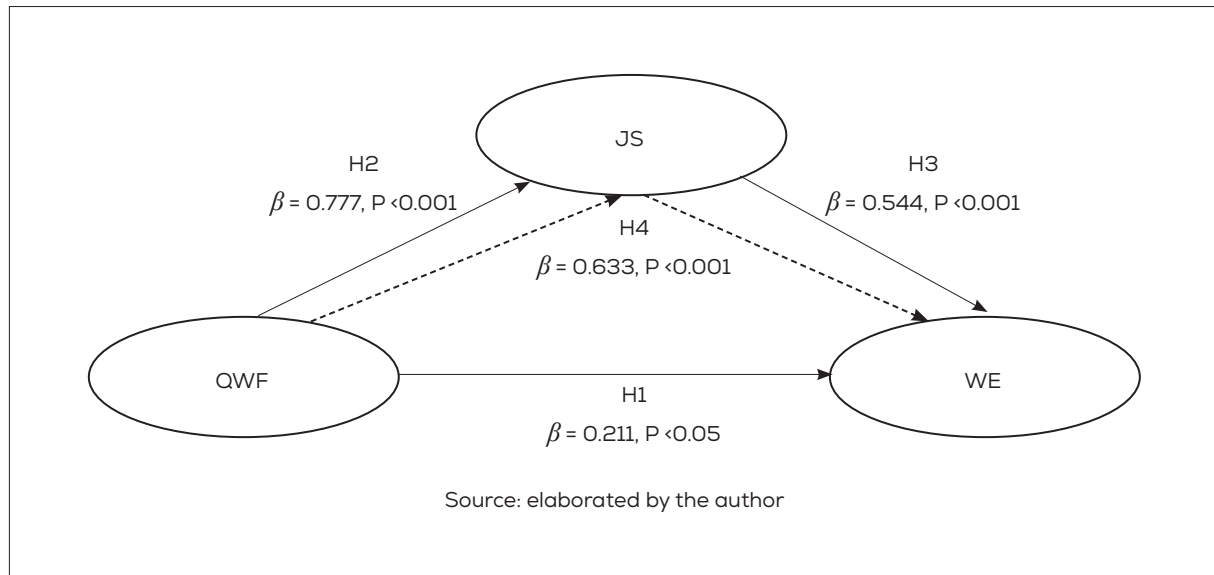
| Latent Variable / Items | | SFL | α | CR | AVE | \sqrt{AVE} |
|-------------------------|--|-------|----------|-------|-------|--------------|
| Quality in Work Factors | | | 0.878 | 0.875 | 0.636 | 0.797 |
| | Considering my experience at the bank, to what extent do I consider that... | | | | | |
| QWF1 | I am trusted in order to be assigned responsibilities? | 0.746 | | | | |
| QWF2 | I get feedback that helps me improve my performance? | 0.819 | | | | |
| QWF3 | I receive a competitive salary compared to that offered by other banks for a similar position? | 0.797 | | | | |
| QWF4 | my supervisors guide and support me in developing my work? | 0.826 | | | | |
| Job Satisfaction | | | 0.853 | 0.887 | 0.665 | 0.815 |
| JS1 | Considering my experience at the bank, what evaluation best describes it? | 0.812 | | | | |
| JS2 | Overall, how satisfied am I with my job? | 0.91 | | | | |
| JS3 | To what extent does my job allow me to improve my living conditions? | 0.714 | | | | |
| JS6 | To what extent is my job what I expected it to be before joining the bank? | 0.814 | | | | |
| Work Engagement | | | 0.873 | 0.864 | 0.684 | 0.827 |
| | Considering my experience at the bank, to what extent do I consider that... | | | | | |
| WE1 | in the mornings I look forward to going to work? | 0.874 | | | | |
| WE3 | my job is challenging? | 0.924 | | | | |
| WE5 | time passes very quickly when I am working? | 0.658 | | | | |

Source: elaborated by the author

Notes: SFL, standard factor load; α , Cronbach's alpha; CR: construct reliability; AVE, average variance extracted

Direct effects hypothesis testing

Figure 2 shows the results of the standardized estimators that support all the hypothesized effects. The R² statistic was used to evaluate the predictive capacity of the model (Chin, 1998) and the result indicated that the variables included in the model explain 52% of WE variance. In accordance with the proposed theoretical approaches, the results provided support for H1 and H2 because perceptions about QWF had a positive and significant effect on WE ($\beta = 0.211$, $p < 0.05$) and JS ($\beta = 0.777$, $p < 0.001$). The result obtained for H3 was also supported, as JS presented a positive and significant path coefficient towards WE ($\beta = 0.544$, $p < 0.001$).

Figure 2. Hypotheses test results

Testing mediation effect

The mediating effect of JS between perceptions of QWF and WE was evaluated. To conduct the H4 test, we first reviewed the direct effects of QWF on WE without the intervention of the mediating variable, producing statistically significant results ($\beta = 0.633$, $p < 0.001$). JS (mediator) was then introduced, and Bootstrap was run in AMOS (5,000 samples, 95% confidence level). Bootstrap is an appropriate method for mediation analyses in which the normality condition of the data is not necessary (Pinheiro, Silva, Dias, Lages, & Preto, 2020). The results showed that the indirect effect of QWF perceptions on WE through JS was significant ($\beta = 0.423$, $p < 0.001$), while the direct effect was non-significant ($\beta = 0.211$, $p > 0.05$). Following the contributions of Zhao, Lynch and Chen (2010), these results indicate total mediation (Table III). Therefore, the mediation effect of H4 was supported.

Table 3. Results of mediation hypothesis

| Mediation hypothesis: Variables (Independent - Mediator - Dependent) | Standardized direct coefficient + | Direct path coefficient++ | Indirect path coefficient++ | Observed mediation |
|---|-----------------------------------|---------------------------|-----------------------------|--------------------|
| Quality in Work Factors – Job Satisfaction – Work Engagement | .633*** | .211(ns) | .423*** | Total |

Source: elaborated by the author

Notes: + Path coefficient between the independent and dependent variable without the mediating variable. ++ Path coefficients including the mediating variable. *** $p < 0.001$

DISCUSSION AND CONCLUSION

This research examined the role that perceptions of well-being at work play in the level of employees' WE in Mexican banks. In general, the results suggest that when employees receive QWF, in terms of responsibility, feedback, salary and social support, they are perceived to be more satisfied and, consequently, the possibility of generating higher WE increases.

To obtain these inferences, the causal relationships were first analyzed independently to corroborate the direct effects between the study variables. The results indicated that the QWF perceived by bank employees influences WE (H1). These results suggest that Mexican bank employees perceive high QWF as a direct driver of employee engagement. Previous studies support the results of the current research (Capri et al., 2017; Farndale & Murrer, 2015; Kiema-Junes et al., 2020; Sommer & Kulkarni, 2012). For example, Karatepe et al. (2014) found that employee responsibility with direct customer contact is a challenging factor that drives engagement. The findings of Ahmed et al. (2020) highlighted that positive feedback boosted bank employees' effort and contributed to WE. In addition, Kifle (2014) states that employees make comparisons between their salaries and those of a reference group; in this context, considering that Observatorio Laboral (2019) reported that banking-related jobs in Mexico report the best salaries in the country, it can be inferred that bank employees perceive salary quality when compared to salaries of jobs in other sectors. The results indicated that social support was the strongest predictor of QWF, and this outcome is in line with the contributions of Nasurdin et al. (2018).

At the same time, this research validated the proposed positive link from QWF to JS (H2). This result is similar to others that have reported that perceiving QWF increases employee satisfaction (Cambre et al., 2012; Diriwaechter & Shvartsman, 2018; Knapp et al., 2017). This finding is also validated in the private banking industry (Dhamija et al., 2019). In this research, QWF perceptions were a strong predictor of JS, which could indicate that bank workers design expectations regarding what they expect to receive from job factors and, as expectations were met, their QWF perceptions increased and, at the same time, incentivized JS.

Likewise, in this research JS was also a significant predictor of WE (H3), which is consistent with previous studies (Garg et al., 2018; Pieters, 2018; Yalabik et al., 2017). The results on JS indicated that in general the experience of working in a bank is rewarding and meets the expectations about the benefits of banking employment, so, as the evaluation of JS was positive, it generated WE in bank employees, which is a result consistent with that presented by Yalabik et al. (2013) in the banking industry.

In addition, this research suggested JS as a mediator in the relationship between QWF and WE (H4). This mediation model found support in the results. QWF showed a direct and significant influence on WE, but, when JS was incorporated as a mediator, QWF had no direct influence; on the contrary, indirectly, through JS, it had a significant impact on WE. According to Zhao et al. (2010), these results indicate total mediation, offering support for the suggested mediation of JS in the QWF-WE relationship.

IMPLICATIONS, LIMITATIONS AND FUTURE LINES OF RESEARCH

The research findings may have several implications for bank human resource managers. Particularly noteworthy is the role of QWF perceptions, which, although they are an important element in generating the involvement of bank employees in their activities, evidence was found to infer that the higher the quality perceived by the employee, the better his or her satisfaction with the job, and this will ultimately lead to an increase in WE. Having committed employees is a valuable factor for the banking industry, since employees working in direct contact with customers represent the main image that users take away from the organization. Furthermore, there is empirical evidence that argues that employees who are dissatisfied with their work environment not only decrease their WE, but also express their intention to change jobs; in this context, bank employees manage a portfolio of clients that they could take with them should they decide to change firms.

Future research could focus on addressing some of the limitations identified. The data were collected only in the north-central region of Mexico, so the spectrum could be extended to other regions in the country to strengthen the results, since satisfaction also depends on the work context (Rodríguez et al., 2012) and there are metropolitan areas with different work dynamics in aspects such as the daily influx of customers, competitiveness among co-workers, or even the salary level, all of which are factors that could modify perceptions of satisfaction. In this sense, the scope of the results is limited to the aforementioned region, since it takes into account a very specific sample. Finally, it is recommended that the work factors be segmented into intrinsic and extrinsic factors to determine those with the greatest influence on WE in banking, since this information could help to improve management with respect to QWF.

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AUTHOR'S CONTRIBUTION

Jessica Ivonne Hinojosa-López declares that he performed all stages of the investigation process. From conceptualization and theoretical-methodological approach, the theoretical review, as well as collection and data analysis, and the writing and final revision of the manuscript.