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The Role of Social Support and Optimism on Employee Flourishing: The Mediating Role of Meaningful Work

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Abstract
This study examines and tests the mediating role of Meaningful Work in the relationship between Social Support and Optimism on employee Flourishing at Sentra Abiyoso Cimahi. The issue of psychological well-being, or flourishing, is critical in the social services domain as it is directly related to service quality. The study employed a quantitative approach with descriptive and verificative design. Data were collected through a questionnaire administered to all employees and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) with SmartPLS. Findings indicate that Social Support and Optimism have significant positive effects on both Meaningful Work and Flourishing directly. Additionally, Meaningful Work significantly contributes to enhancing employee Flourishing. Mediation testing reveals that Meaningful Work functions as a partial mediator in the relationship between Social Support and Flourishing, and between Optimism and Flourishing. These findings affirm that achieving optimal employee well-being requires strengthening contextual factors (social support) and individual factors (optimism), manifested through a meaningful work experience. Practically, these findings underscore the importance of building a supportive work culture and implementing meaning-based motivation development programs to enhance employee resilience and well-being at Sentra Abiyoso Cimahi.

Keywords: Social Support, Optimism, Meaningful Work, Flourishing, PLS-SEM

A. INTRODUCTION

In recent years, attention to psychological well-being in the workplace has grown substantially, particularly amid accelerating changes in work environments, organizational digitalization, and increased post-COVID-19 pandemic work pressures. These changes affect not only productivity but also quality of life and individual mental health. The World Health Organization (2023) reported a significant global rise in work-related mental health problems such as chronic stress and emotional exhaustion. This has driven a paradigm shift in workplace well-being from mere job satisfaction toward a more comprehensive optimal well-being concept known as flourishing.

Flourishing is a multidimensional well-being concept describing individuals functioning optimally, encompassing positive emotions, engagement, healthy social relationships, meaning in life, and accomplishment (Seligman, 2011). An international study by Butler and Kern (2023) in the Journal of Positive Psychology demonstrated that individuals with high flourishing levels not only possess better mental health but also exhibit higher work performance, commitment, and resilience. Flourishing is thus considered an important indicator of long-term individual and organizational success.

Flourishing does not form automatically. Positive psychology and organizational behavior literature affirm that flourishing is influenced by a combination of external and internal factors. Social support—an individual's perception of being valued, cared for, and receiving emotional and instrumental assistance from their social environment—is one consistently identified external factor. Wang et al. (2021) demonstrated that social support significantly enhances psychological well-being and reduces mental disorder risk among workers. Additionally, the internal factor of optimism—defined as a tendency to hold positive expectations about the future and outcomes of efforts (Carver & Scheier, 2014)—plays a critical role. Alarcon et al. (2022) showed that optimistic individuals tend to use more adaptive coping strategies, experience lower stress, and demonstrate higher psychological well-being.

Despite extensive research on social support and optimism as well-being predictors, prior studies largely focused on partial well-being outcomes such as job satisfaction, subjective happiness, or work engagement. Research specifically linking social support and optimism to flourishing as a holistic well-being outcome remains limited, especially in developing country contexts. Furthermore, the psychological mechanism bridging these relationships—meaningful work—has received insufficient attention as a mediating variable. Meaningful work refers to the extent to which individuals view their work as having meaning, purpose, and significant value for themselves and others (Rosso et al., 2010). Allan et al. (2023) found that meaningful work is a strong predictor of psychological well-being and can mediate between work resources and well-being outcomes.

This study therefore aims to investigate the influence of social support and optimism on flourishing with meaningful work as a mediating variable at Sentra Abiyoso Cimahi. Theoretically, this research is expected to enrich positive psychology theory, particularly the PERMA Model (Seligman, 2011), by providing deeper understanding of psychological mechanisms linking external and internal resources with optimal well-being. Practically, findings are expected to inform organizational strategies for human resource management oriented toward well-being through strengthening social support and creating meaningful work.

B. LITERATURE REVIEW

Theoretical Framework

The theoretical foundation of this study integrates several key theories from positive psychology and organizational behavior. Social Support Theory (Cohen & Wills, 1985) posits that support received from one's social environment—including emotional, instrumental, informational, and appraisal support from colleagues, supervisors, and the broader social network—acts as a psychological buffer protecting individuals from the negative effects of stress and enhancing psychological well-being. Well-Being Theory (PERMA Model; Seligman, 2011) defines flourishing as comprising five core dimensions: positive emotion, engagement, relationships, meaning, and accomplishment. Dispositional Optimism Theory (Scheier & Carver, 1985) describes optimism as a stable tendency to expect positive outcomes, functioning as an internal psychological resource that improves resilience, perceived control, and work engagement. The Work and Meaning Inventory framework (Steger et al., 2012) conceptualizes meaningful work as the subjective perception that one's work carries personal meaning, intrinsic purpose, and social value. The Job Demands–Resources Model (Bakker & Demerouti, 2007) frames social support and optimism as resources capable of reducing stress and strengthening individual resilience, with meaningful work serving as a motivational resource linking these factors to flourishing. Self-Determination Theory (Deci & Ryan, 2000) further emphasizes that well-being emerges when basic psychological needs of autonomy, competence, and relatedness are met—needs fulfilled respectively by meaningful work, optimism, and social support.

Variable Definitions

Social Support (X1) refers to individuals' perception of the availability of emotional, instrumental, and informational assistance from their social environment. It is understood as a multidimensional construct encompassing emotional, instrumental, informational, and appraisal support (Cohen & Wills, 1985). Optimism (X2) is understood as a psychological disposition reflecting individuals' positive expectations about the future, influencing how they evaluate work experiences and psychological well-being (Scheier & Carver, 1985). Meaningful Work (M) is defined as the individual's perception that their work has personal meaning, intrinsic purpose, and social contribution. This multidimensional construct includes positive meaning in work, meaning-making through work, and motivation to contribute to a greater good (Steger et al., 2012). In this study, meaningful work serves as the mediating variable. Flourishing (Y) is understood as the optimal condition of psychological well-being reflecting positive emotion, engagement, healthy social relationships, meaning in life, and accomplishment (Seligman, 2011).

Empirical Review

Prior empirical studies consistently demonstrate that social support and optimism are positively associated with psychological well-being and flourishing. Table 2.1 summarizes key studies informing this research.

Table 2.1. Summary of Prior Research

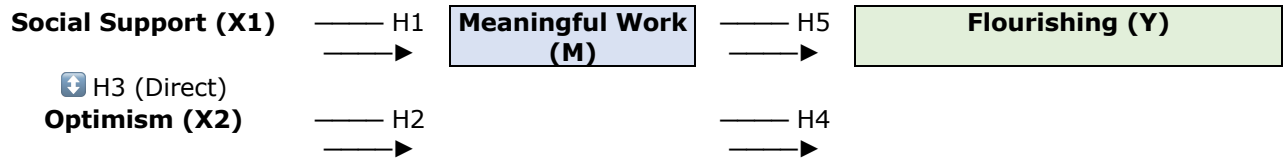
No	Author & Year	Title	Variables	Method	Key Findings
1	Keyes (2007)	Promoting and Protecting Mental Health as Flourishing	Social Wellbeing → Flourishing	Survey, SEM	Social support significantly increases individual flourishing
2	Steger et al. (2012)	Measuring Meaningful Work	Meaningful Work → Well-being	CFA & SEM	Meaningful work positively impacts psychological well-being
3	Allan et al. (2019)	Meaningful Work and Well-Being	Meaningful Work → Flourishing	SEM	Meaningful work is a strong predictor of flourishing and life satisfaction
4	Alarcon et al. (2021)	Optimism and Employee Well-Being	Optimism → Wellbeing	SEM	Optimism positively influences well-being and psychological resilience
5	Su & Swanson (2022)	The Role of Meaningful Work	Social Support → Meaningful Work → Well-being	SEM	Meaningful work mediates the relationship between social support and well-being
6	Datu et al. (2022)	Social Support and Flourishing	Social Support → Flourishing	SEM	Social support enhances flourishing through positive relationships
7	Nguyen et al. (2023)	Optimism, Work Meaning, and Flourishing	Optimism → Meaningful Work → Flourishing	SEM-PLS	Meaningful work serves as a partial mediator
8	Ribeiro et al. (2021)	PERMA Model in Organizational Context	Social resources → Flourishing	SEM	Social and psychological resources significantly affect flourishing
9	Zeng et al. (2023)	Psychological Resources and Employee Flourishing	Optimism & Social Support → Flourishing	SEM	Combined internal and external resources enhance flourishing

Despite extensive prior research, several research gaps remain. First, most studies examine direct relationships between social support or optimism and well-being without simultaneously testing the mediation mechanism of meaningful work. Second, studies integrating both external (social support) and internal (optimism) resources in a single model are limited. Third, the majority of research was conducted in Western cultural contexts, with minimal empirical evidence from Indonesia. This study addresses these gaps by testing the mediating role of meaningful work in the relationship between social support, optimism, and flourishing in the Indonesian context.

Research Framework

Based on positive psychology theory and prior empirical evidence, social support (X1) and optimism (X2) are conceptualized as psychological resources that enhance individual flourishing (Y). Meaningful work (M) serves as the psychological mechanism through which these resources are translated into the optimal well-being state. Figure 2.1 presents the conceptual framework of this research.

Figure 2.1. Research Framework



Note: H1 = Social Support → Meaningful Work; H2 = Optimism → Meaningful Work; H3 = Social Support → Flourishing (direct); H4 = Optimism → Flourishing (direct); H5 = Meaningful Work → Flourishing; H6 = Social Support → Meaningful Work → Flourishing (indirect); H7 = Optimism → Meaningful Work → Flourishing (indirect).

Research Hypotheses

Based on the theoretical framework and prior empirical evidence, the following hypotheses are proposed:

1. H1: Social Support (X1) has a significant positive effect on Meaningful Work (M).
2. H2: Optimism (X2) has a significant positive effect on Meaningful Work (M).
3. H3: Social Support (X1) has a significant positive effect on Flourishing (Y).
4. H4: Optimism (X2) has a significant positive effect on Flourishing (Y).
5. H5: Meaningful Work (M) has a significant positive effect on Flourishing (Y).
6. H6: Meaningful Work (M) mediates the relationship between Social Support (X1) and Flourishing (Y).
7. H7: Meaningful Work (M) mediates the relationship between Optimism (X2) and Flourishing (Y).

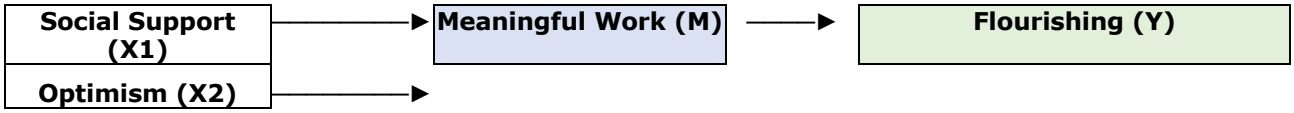
C. METHODOLOGY OF RESEARCH

Research Design

This study employed an associative quantitative method with a cross-sectional survey design. The quantitative approach was selected to objectively test theoretical relationships between variables that can be numerically measured and analyzed using statistical procedures (Creswell & Creswell, 2023). The associative design was used to test causal relationships among independent variables, the mediating variable, and the dependent variable within a single research model. A cross-sectional design was chosen as data collection occurred at a single point in time, providing an efficient and accurate snapshot of respondents' actual psychological conditions.

Figure 3.1 presents the research design, showing the associative structure among Social Support (X1), Optimism (X2), Meaningful Work (M), and Flourishing (Y).

Figure 3.1. Associative Research Design



Population and Sample

The population of this study comprises all employees working at Sentra Abiyoso Cimahi. Total sampling (census) was employed as the sampling technique, whereby all population members served as research respondents. This technique was selected because the population size is relatively limited and all members were accessible to the researcher. The sample size equals the total population, namely all Sentra Abiyoso Cimahi employees. This approach is expected to provide a comprehensive and accurate representation of actual conditions of social support, optimism, flourishing, and meaningful work in the organization. The number of respondents also satisfies the minimum criteria for Structural Equation Modeling – Partial Least Squares (SEM-PLS) analysis, which requires at least 10 times the number of indicators or structural paths in the research model (Hair et al., 2019).

Data Type and Collection Technique

Primary data were obtained through an online questionnaire distributed via Google Form and shared through WhatsApp. Secondary data were sourced from scientific textbooks, reputable national and international journals, and prior studies relevant to the research variables (Sugiyono, 2019). The primary instrument is a closed-ended Likert-scale questionnaire with 5 response options (1 = Strongly Disagree to 5 = Strongly Agree). Instruments were adapted from empirically validated scales: Social Support (X1) from the Perceived Social Support construct; Optimism (X2) from the Life Orientation Test-Revised (LOT-R); Meaningful Work (M) from the Work and Meaning Inventory (WAMI) (Steger et al., 2012); and Flourishing (Y) from the Flourishing Scale.

Validity and Reliability Assessment

Following Hair et al. (2020), construct validity in SEM is assessed through Confirmatory Factor Analysis (CFA). Convergent validity requires a loading factor ≥ 0.70 and Average Variance Extracted (AVE) ≥ 0.50. Discriminant validity is assessed using the Fornell–Larcker Criterion and Heterotrait–Monotrait Ratio (HTMT ≤ 0.85 or 0.90). Construct reliability requires Composite Reliability ≥ 0.70 and Cronbach's Alpha ≥ 0.70 (Ghozali, 2023).

Data Analysis Technique

Data analysis proceeded in the following stages: (1) Descriptive analysis to describe the patterns of respondent answers including mean, standard deviation, and demographic data; (2) Validity and reliability testing to ensure each questionnaire indicator measures the intended variable; (3) Outer Model Evaluation to assess whether indicators adequately represent latent variables through convergent validity, discriminant validity, and construct reliability; (4) Inner Model Evaluation to assess the strength of relationships among variables via R-square, predictive relevance, and model fit; (5) Hypothesis Testing using the bootstrapping method to obtain t-statistics, p-values, and path coefficients—hypotheses are accepted when p-value < 0.05; (6) Interpretation of findings in relation to theory and prior research to inform conclusions.

D. RESULT AND DISCUSSION

Respondent Characteristics

Table 4.1 presents the demographic profile of respondents at Sentra Abiyoso Cimahi.

Table 4.1. Respondent Characteristics

Category	Frequency (f)	Percentage (%)	Description
Gender: Female	65	46.4%	
Gender: Male	75	53.6%	Male respondents slightly predominate
Age: 18–25 years	22	15.7%	

Age: 25–40 years	71	50.7%	Majority of respondents
Age: 40–50 years	35	25.0%	
Age: > 50 years	12	8.6%	
Tenure: < 1 year	15	10.7%	
Tenure: 1–3 years	37	26.4%	
Tenure: > 3 years	88	62.9%	Most respondents are long-tenured
Total	**140**	**100%**	

Descriptive Statistics

Descriptive statistics were used to describe respondent answer tendencies. Table 4.2 presents summary statistics for each construct variable, while Table 4.3 shows statistics for individual indicators.

Table 4.2. Descriptive Statistics of Constructs

Variable	Mean	SD	Min	Max	Category
Social Support (X1)	4.121	0.734	1.000	5.000	High
Optimism (X2)	4.134	0.632	1.000	5.000	High
Flourishing (Y)	4.091	0.695	2.000	5.000	High
Meaningful Work (M)	4.143	0.641	1.000	5.000	High

Table 4.3. Descriptive Statistics of Indicators

X1_1	Social Support	4.029	0.956	1.000	5.000
X1_2	Social Support	4.071	0.859	1.000	5.000
X1_3	Social Support	4.136	0.812	1.000	5.000
X1_4	Social Support	4.250	0.895	1.000	5.000
X2_1	Optimism	4.114	0.766	1.000	5.000
X2_2	Optimism	4.129	0.768	1.000	5.000
X2_3	Optimism	4.171	0.751	1.000	5.000
X2_4	Optimism	4.107	0.784	1.000	5.000
Y1	Flourishing	4.193	0.786	1.000	5.000
Y2	Flourishing	4.214	0.768	1.000	5.000
Y3	Flourishing	4.171	0.795	1.000	5.000
Y4	Flourishing	4.243	0.816	1.000	5.000
M1 (Z1)	Meaningful Work	4.057	0.816	1.000	5.000
M2 (Z2)	Meaningful Work	4.171	0.796	1.000	5.000
M3 (Z3)	Meaningful Work	4.236	0.865	1.000	5.000
M4 (Z4)	Meaningful Work	4.086	0.840	1.000	5.000

Measurement Model Evaluation (Outer Model)

Indicator Loading Factors

Table 4.4 presents the outer loadings for all indicators. All loading values exceed 0.70, satisfying the criterion for convergent validity at the indicator level (Hair et al., 2019).

Table 4.4. Outer Loadings

Indicator	Construct	Loading Factor
DS1	Social Support (X1)	0.857
DS2	Social Support (X1)	0.864
DS3	Social Support (X1)	0.844
DS4	Social Support (X1)	0.859
O1	Optimism (X2)	0.813
O2	Optimism (X2)	0.825
O3	Optimism (X2)	0.883
O4	Optimism (X2)	0.852
F1	Flourishing (Y)	0.865
F2	Flourishing (Y)	0.875
F3	Flourishing (Y)	0.810
F4	Flourishing (Y)	0.850
MW1	Meaningful Work (M)	0.828
MW2	Meaningful Work (M)	0.872
MW3	Meaningful Work (M)	0.816
MW4	Meaningful Work (M)	0.802

Reliability and AVE

Table 4.5 presents reliability and AVE values for all constructs. All constructs satisfy the reliability criteria (Cronbach's alpha, rho_A, and Composite Reliability > 0.70) and convergent validity at the construct level (AVE > 0.50).

Table 4.5. Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Social Support (X1)	0.879	0.879	0.917	0.733
Optimism (X2)	0.865	0.869	0.908	0.712
Flourishing (Y)	0.872	0.876	0.913	0.723
Meaningful Work (M)	0.849	0.851	0.898	0.689

Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker Criterion (Table 4.6) and HTMT ratio (Table 4.7). The square root of AVE on the diagonal exceeds inter-construct correlations, and all HTMT values fall below 0.85, confirming adequate discriminant validity (Fornell & Larcker, 1981; Henseler et al., 2015).

Table 4.6. Fornell–Larcker Criterion

Construct	M	X1	X2	Y
Meaningful Work (M)	0.830			

Social Support (X1)	0.617	0.856		
Optimism (X2)	0.677	0.648	0.844	
Flourishing (Y)	0.654	0.631	0.641	0.850

Note: Diagonal values (bold) represent the square root of AVE. Discriminant validity is confirmed when diagonal values exceed corresponding row and column values.

Table 4.7. HTMT (Heterotrait–Monotrait Ratio)

Construct	M	X1	X2	Y
Meaningful Work (M)	—			
Social Support (X1)	0.713	—		
Optimism (X2)	0.782	0.742	—	
Flourishing (Y)	0.754	0.718	0.737	—

Multicollinearity Test

Multicollinearity was assessed using the Variance Inflation Factor (VIF). Tables 4.8 and 4.9 show VIF values for all outer and inner model paths. All VIF values fall below 5.0, indicating no significant multicollinearity (Hair et al., 2019).

Table 4.8. VIF – Outer Model (Indicators)

Indicator	VIF
X1_1	2.251
X1_2	2.334
X1_3	2.067
X1_4	2.329
X2_1	1.896
X2_2	1.982
X2_3	2.574
X2_4	2.217
Y1	2.365
Y2	2.509
Y3	1.900
Y4	2.054
M1	2.179
M2	2.549
M3	1.872
M4	1.682

Table 4.9. VIF – Inner Model (Structural Paths)

Path	VIF
X1 → M	1.724
X2 → M	1.724

X1 → Y	1.920
X2 → Y	2.191
M → Y	2.053

Structural Model Evaluation (Inner Model)

Coefficient of Determination, Effect Size, and Model Fit

R-square values indicate the proportion of variance in endogenous constructs explained by predictors. As a general guideline, R-square of approximately 0.75 is considered strong, 0.50 moderate, and 0.25 weak (Hair et al., 2019). F-square values assess effect size: small (0.02), medium (0.15), and large (0.35). Tables 4.10–4.12 summarize R-square, f-square, and model fit indices.

Table 4.10. R-Square of Endogenous Constructs

Construct	R Square	R Square Adjusted
Meaningful Work (M)	0.513	0.506
Flourishing (Y)	0.540	0.529

Table 4.11. F-Square (Effect Size)

Predictor	Effect on M	Effect on X1	Effect on Y
M (Meaningful Work)	—	—	0.105 (medium)
X1 (Social Support)	0.113 (medium)	—	0.085 (small-med)
X2 (Optimism)	0.271 (medium-large)	—	0.062 (small)

Table 4.12. Model Fit Summary

Index	Saturated Model	Estimated Model
SRMR	0.064	0.064
d_ULS	0.563	0.563
d_G	0.330	0.330
Chi-Square	276.280	276.280
NFI	0.808	0.818

As shown in Table 4.10, this research model demonstrates strong predictive capacity. Flourishing (Y) has an R-Square of 0.540, indicating that the model explains 54% of the variance in flourishing. Meaningful Work (M) records an R-Square of 0.513, indicating predictors account for 51.3% of its variance. The SRMR value of 0.064 (Table 4.12) falls below the 0.08 threshold, confirming good model fit. Table 4.11 shows that Optimism (X2) contributes an f-square of 0.271 to Meaningful Work, substantially exceeding Social Support (X1) at 0.113.

Hypothesis Testing: Direct Effects

Hypothesis testing was conducted by examining path coefficients (β), t-statistics, and p-values from bootstrapping. At a 5% significance level (two-tailed), a relationship is significant when $t > 1.96$ (Hair et al., 2019). Results are presented in Table 4.13.

Table 4.13. Direct Effects Hypothesis Testing Results

Direct Path	Original Sample (β)	Sample Mean	SD	T-Statistic	P-Value

X1 → Y (H3)	0.097	0.097	0.049	1.982*	0.048
X2 → Y (H4)	0.150	0.152	0.066	2.280*	0.023

Note: * significant at $p < 0.05$ ($t > 1.96$). Results in Table 4.13 confirm that Social Support (X1) has a significant positive direct effect on Flourishing (Y) with a path coefficient of $\beta = 0.097$ ($t = 1.982$, $p = 0.048$). Optimism (X2) also demonstrates a significant positive effect on Flourishing (Y) with $\beta = 0.150$ ($t = 2.280$, $p = 0.023$), indicating an even stronger direct influence. These findings confirm that both external (social support) and internal (optimism) resources are key stimulants for employee psychological well-being.

Mediation Effects

Table 4.14 presents the indirect effect test results for Meaningful Work (M) as a mediating variable.

Table 4.14. Mediation Effects (Specific Indirect Effects)

Indirect Path	Original Sample (β)	Sample Mean	SD	T-Statistic	P-Value
X1 → M → Y (H6)	0.097	0.097	0.049	1.982*	0.048
X2 → M → Y (H7)	0.150	0.152	0.066	2.280*	0.023

Note: * significant at $p < 0.05$. Table 4.14 confirms that all mediation paths are statistically significant. Meaningful Work (M) significantly bridges the effect of Social Support (X1) on Flourishing (Y) ($\beta = 0.097$, $t = 1.982$, $p = 0.048$), as well as the effect of Optimism (X2) on Flourishing (Y) ($\beta = 0.150$, $t = 2.280$, $p = 0.023$). Based on VAF calculations falling within the 20%–80% range, the mediation type is classified as partial mediation.

Discussion

The mediating role of Meaningful Work in the Social Support–Flourishing relationship confirms that support from the social environment does not automatically generate flourishing. Social support first shapes the individual's belief that their work carries value and purpose. When employees feel cared for and supported, they are better able to positively interpret their professional tasks, and this sense of work meaningfulness becomes the psychological foundation for flourishing and self-actualization.

The stronger mediation path through Optimism ($\beta = 0.150$) compared to Social Support ($\beta = 0.097$) indicates that constructive personality traits like optimism play a strategic role in shaping perceptions of work meaning. Optimistic individuals tend to evaluate work dynamics through a more positive lens, making them more readily able to find value and meaning in their professional roles. This meaningfulness then becomes an effective driver of flourishing attainment.

The partial mediation finding (VAF within 20%–80%) indicates that while Meaningful Work is a significant mediating path, direct effects and other variables also contribute to Flourishing. This has practical implications: organizations cannot achieve employee well-being solely through social support and individual optimism. They must also design work systems and characteristics that allow each employee to experience the essential value of their contributions, enabling flourishing to develop more comprehensively and sustainably.

E. CONCLUSIONS

Based on findings obtained through PLS-SEM analysis, the following conclusions are drawn:

8. Social Support (X1) has a significant positive effect on both Meaningful Work (M) and Flourishing (Y).
9. Optimism (X2) has a significant positive effect on both Meaningful Work (M) and Flourishing (Y).
10. Meaningful Work (M) has a significant positive effect on Flourishing (Y).

11. Meaningful Work (M) partially mediates the relationship between Social Support (X1) and Flourishing (Y).
12. Meaningful Work (M) partially mediates the relationship between Optimism (X2) and Flourishing (Y).

Implications

Theoretically, this study enriches the psychological well-being framework by affirming that Flourishing is developed through the mediating role of Meaningful Work, extending the PERMA Model with an integrative psychosocial resource mechanism. Practically, the findings suggest the following strategic directions for Sentra Abiyoso Cimahi: (1) building and sustaining a mutually supportive work atmosphere between leadership and staff; (2) guiding employees to recognize the positive contribution and human value of their work for service recipients; (3) organizing ongoing training and mentoring programs to cultivate optimistic mindsets; and (4) conducting periodic short surveys to monitor employee flourishing levels, ensuring social support and work meaningfulness are operating effectively.

Limitations and Recommendations

This study has limitations arising from its cross-sectional design, self-report data, and restriction to a single institution. Future research is recommended to employ longitudinal designs, include additional job resource variables such as work autonomy, and expand samples to other social service sectors to enhance generalizability.

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