ABSTRACT

This study aims to determine the factors that can increase job satisfaction of BNI Shariah employees after it is done the merger with other Islamic banks such as Bank Mandiri Sharia and BRI Sharia. The independent variables in this study are job characteristics, perceived organizational support and work environment. The dependent variable in this study is employee job satisfaction with work engagement as a mediating variable.

This research uses quantitative methods and data collection methods using a questionnaire. The sample in this study were 74 Bank BNI Syariah employees in Semarang Branch who were taken based on certain criteria. The analysis used are index analysis, validity test, reliability test, determination coefficient, and hypothesis testing through the bootstrap equation model using PLS 3.3.0.

The results of this study provides a solution that in increasing employee job satisfaction requires high employee engagement, organizational support, ideal job characteristics and a conducive work environment. Furthermore, organizational support and job characteristics can make employees at a Bank undergoing a merger stronger.

Keywords: *Job Characteristics, Perceptions of Organizational Support, Work Environment, Job Engagement, Job Satisfaction*

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