THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION

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Abstract - *The aim of this survey is to analyzed the relationship between perceived organizational support and organizational culture on worker satisfaction. The associative approaches are used to be the basis of this study. The scene of this study was conducted at an existing private hospital in Sidoarjo City. The study sample was obtained using accidental sampling method. The number of samples was 48 employees only due to lack of time. To acquire data using the questionnaire and short interviews. The technique of analysis with multiple linear regression analyses and helped by the SPSS version 26 program. The study results state perceived organizational support has an influence on worker satisfaction. Organizational culture influences worker satisfaction. Simultaneously, perceived organizational support and organizational culture have a significant role in determining worker satisfaction*

Keywords: organizational behavior, perceived organizational support, organizational culture, job satisfaction.

INTRODUCTION

The capability of a growing organization is highly contingent on the level of its human resources, to leverage the resources that exist in the organization, to accomplish the tasks within a targeted workframe for the purpose of developing the organization. The success of the whole work tasks of a certain organization is determined by the presence of qualified human resources. Supported by quality human resources, of the expected to actively contribute as planners, implementers as well as supervisors of all activities of the organization's management. The meaningful contribution of the employee is highly expected from the organization to pay attention to the needs of the employees properly. The needs required by these assets can be in the form of physical requirements. Physical needs are the spiritual or soul needs of a person. In the world of work, which is exemplified as employee job satisfaction. This may be a priority for organizations that prioritize good relationships with workers (Jamaluddin et al., 2013; Fatimah et al., 2018). Management practices are facilitated by a good relationship between employers and workers (Infante, 2022).

Job satisfaction of employees is one of the drivers of their performance in contributing to the establishment of the organization's goals. The presence of accepted with a hint that the more suitable aspects in the job with the employee's expectations will cause the higher the level of perceived satisfaction (Andayani, 2011; Darmawan, 2019; Mardikaningsih, 2022). Satisfaction is established by the organization's efforts to fulfill workers' expectations (Irfan & Hariani, 2022; Putra et al., 2022). This will continue to be the case based on good work relations and business ethics (Mardikanningsih & Putra, 2021; Radjawane, 2022). Job satisfaction is an essential factor in affecting employees' life satisfaction, as part of their time spent at work (Lestari et al., 2020; Arifin, 2022; Munir et al., 2022). Based on Robbins & Judge (2016), job satisfaction is a positive feeling about a job that is the result of an evaluate of some job characteristics such as the job itself, salary, supervision, coworkers, and promotions. Employee who would rather enjoy job satisfaction in their job will give priority to their job than compensation, even though the reward is important (Darmawan, 2016; Al Hakim et al., 2019; Mardikaningsih et al., 2022). Many factors can contribute to workers being more satisfied. Workers can feel satisfaction after they feel job security in the meaning that they avoid being terminated (Mahyanalia et al., 2017; Retnowati et al., 2021). When they feel secure, they may feel lucky to have a job (Issalillah et al., 2021; Naufalia et al., 2022). Other reasons that can make workers satisfied are salary factors (Anjanarko & Jahroni, 2022). Compensation and all forms of income earned by workers can shape job satisfaction (Werdati et al., 2020; Putra, 2021; Irfan, 2022). The potential for career advancement also contributes to satisfaction for workers (Freddy et al., 2015; Djazilan & Arifin, 2022; Putra & Darmawan, 2022). Leadership is also the most important factor in shaping worker satisfaction (Munir et al., 2022; Putra & Mardikaningsih, 2022; Retnowati et al., 2022). Good leadership can prevent the excessive demands of workers (Handayani & Khairi, 2022; Irfan, 2022). Apart from these factors, there are still those related to conditioning in the organization, namely perceived organizational support and organizational culture (Mardikaningsih, 2012; Yuliana et al., 2016; Darmawan et al., 2020).

Perceived organizational support is an important aspect that must be owned by an organization because with this aspect, an organization can run productively (Ningwulan et al., 2012; Arifin & Darmawan, 2022; Djazilan, 2022). According to Saks (2006), the perceived organizational support is the capability to perform and to employ themselves continuously without negative effects where the supportive and trustworthy of interpersonal relation as well as the supporting of management will improve the security psychologically. Burns (2016) revealed that perceived organizational support comes

from organizational support theory which explains the the relationship that exists with employers and the employees according to social and exchange theory, and how the employee perceives support is dependent on the organization's perceived personhood. Where the employee views the organization as having human-like symptoms and takes favorable handling or unfavorable treatment as an indication that the organization likes or dislikes them as individuals (Ramadhan et al., 2013; Darmawan, 2019; Darmawan & Mardikaningsih, 2021). With a feeling of organizational care for employee welfare, it will lead to a sense of satisfaction at work. Therefore, studies from Mary (2015); Cheng and Yi (2018); Thevanes and Saranraj (2018), the result is perceived organizational support affects job satisfaction.

Besides, organizational culture also plays a role in shaping job satisfaction (MacIntosh & Doherty, 2010; Janićijević et al., 2018; Mali et al., 2022). In a company, the level of organizational culture and job satisfaction is very important to be able to influence the achievement of the desired goals and increase a high sense of commitment to the company (Darmawan, 2007; 2010; Jahroni et al., 2021). Organizational culture's main role is as an organizational direction tool, guiding what can and should not be taken, how to organize and allocate organizational assets, and also as a way to deal with issues and opportunities from the organizational environment (Purnamasari et al., 2021; Ernawati et al., 2022). According to Robbins & Judge (2016), organizational culture draws on a system of shared values that are adopted by its participants and that distinguish one organization from the others. A strong culture will sustain the control of workers' behavior and prevent dissatisfaction (Ishak et al., 2016; Hariani, 2021). It must be shaped in such a way that it is able to support work activities (Djaelani et al., 2021; Hariani & Irfan, 2022). The existence of a culture that supports work life will lead to the potential achievement of worker satisfaction (Djaelani, 2016; Darmawan, 2013; 2021).

With the behavioral dynamics of workers, it is therefore essential to measure their work behavior in the workplace. Based on this framework, the authors are also interested in conducting research with the title of the influence of perceived organizational support and organizational culture on job satisfaction.

RESEARCH METHODS

Asociative method is used as the study approach. This study was carried out at one of the Private Hospitals in Sidoarjo City. The study sample was selected using accidental sampling technique. Therefore, the sample in this study obtained 48 employees only because of time constraints. To obtain comprehensive and thorough data regarding this matter, this study used data collection methods using questionnaires and short informational interviews. The questionnaire in this study contains each statement which has 5 options as follows strongly agree 5, agree 4, hesitate 3, disagree 2, strongly disagree 1.

Eisenberger et al. (2002) states that the indicators for perceived organizational support are justice, supervisor support, appreciation, working conditions. In accordance with Robbins & Judge (2016) that organizational culture indicators include innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, perseverance. Indicators of job satisfaction are work, wages, promotions, supervisors, coworkers (Robbins & judge, 2016). The SPSS program chosen to analyze the data starting from the validity, reliability, classical assumptions, t test, F test and the coefficient of determination is SPSS version 26. The analysis tool uses multiple linear regression.

RESULTS AND DISCUSSIONS

All of the question Items from the perceived organizational support, organizational culture and job satisfaction variables have a corrected item total correlation value higher than 0.3 so that it can be concluded that the data model examined in these studies has met the requirements or the criteria that demonstrate evidence that the constructs in the model are valid. Furthermore, the reliability test results reveal that all constructs meet the Cronbach alpha criteria whose value is more than 0.6. This is evidenced by table 1.

Table 1
Reliability test results

No	Variable	Cronbach's Alpha	N of items	Information
1	Perceived organizational support (X.1)	0.821	8	Reliable
2	Organizational culture (X.2)	0.709	7	Reliable
3	Job satisfaction (Y)	0.833	10	Reliable

Source: SPSS Output

Based on table 1, the conclusion is that the variables of perceived organizational support, organizational culture and job satisfaction have good reliability. Based on the known validity and reliability test results, before the results of multiple linear regression analysis are obtained, there must be proof related to the classical assumption test. Based on the criteria for fulfilling the normality test results, Figure 1 produces data points that spread in one direction with the diagonal line so that it is true that the normality assumption is fulfilled.
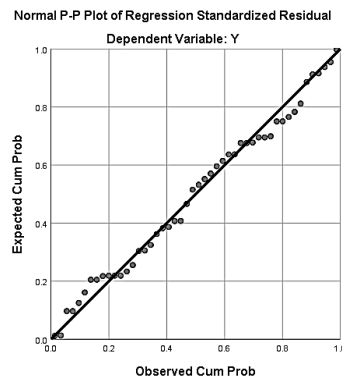
Figure 1. Normality Test
Source: Processed Researcher

From the DW value = 1.265 and according to the Durbin-Watson test decision rules, it can be seen that the d value lies in the range of -2 to 2 which means there is no problem. According to Figure 2 shows that the study is free from the assumption of heteroscedasticity because the points are not pattered and spread out above and below the data.
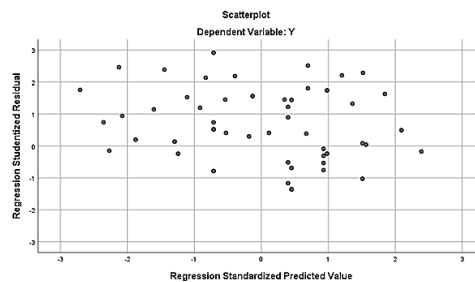

Figure 2. Heteroskedastity Test
Source: Processed Researcher

The results of examining the influence of the independent variables perceived organizational support and organizational culture on job satisfaction variables using multiple linear regression tests are displayed in table 2. The regression results are presented with a significantly lower level than 5%.

Table 2
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.720	8.656		4.473	.000
	X.1	4.452	1.481	.397	3.005	.004
	X.2	4.052	1.557	.344	2.603	.012

Source: SPSS Output

Based on the results in table 2, the multiple linear regression equation can be arranged that $Y = 38.720 + 4.452X_1 + 4.052X_2$. Furthermore, the t test results obtained that the perceived organizational variables significantly affect job satisfaction (0.004 <0.05) and organizational culture significantly affect job satisfaction (0.012 <0.05). Simultaneously, the results of the ANOVA can be seen in table 3.

Table 3
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	840.806	2	210.202	26.278	.000b
	Residual	703.925	88	7.999		
	Total	1544731	92			

Source: SPSS Output

The F-count value obtained a result of 26,278 with a significant level of 0.000. This significant value is less than 0.05, which indicates that the independent variables simultaneously have a significant effect on the dependent variable. This means that simultaneously influence can be given by perceived organizational support and organizational culture on job satisfaction. The coefficient of determination is in table 4.

Table 4
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.642[a]	.412	.386	9.335	1.265

Source: SPSS Output

Table 4 shows that R Square is 41.2%. This percentage reveals that the ability of the independent variables perceived organizational support and organizational culture in explaining the job satisfaction variable is 41.2%. There is still a contribution of 58.8% of the independent variables that have not been explained in this study.

According to the results of his research, perceived organizational support affects job satisfaction. The corresponding research results are from Mary (2015); Cheng & Yi (2018); Thevanes & Saranraj (2018). The theory that underlies the results of this study is Social Exchange Theory. Fung et al. (2012) state that social exchange theory is the view of employees when they have been treated well by the organization, they will tend to behave and behave more positively towards the organization. Every individual will always try to return the favor to anyone who has given him a benefit. Social exchange theory and the norm of reciprocity explain how to maintain the balance of social exchange between employees and organizations. Exchange can happen if both the employee and the organization are able to provide each other with something based on trust. Accordingly, the better the application of perceived organizational support in the form of care and welfare, job satisfaction will increase and when employees feel high job satisfaction employees will try to do things that are beneficial to the organization (Darmawan et al., 2021).

This is also the same as organizational culture which affects job satisfaction. MacIntosh & Doherty (2010); Janićijević et al. (2018); Mali et al. (2022) are researchers who have produced similar research results. The purpose of implementing organizational culture is so that all employees in a company or organization obey and are guided by the belief value system and norms that apply in the company or organization. Organizational culture strongly influences the job satisfaction of organizational members because the value value system in organizational culture can be used as a reference for human behavior in an organization that is oriented towards achieving set goals or performance results. The role of culture in influencing employee behavior is indeed important in today's workplace, the shared meaning provided by a strong culture ensures that all employees are directed in the same direction, culture increases organizational commitment and increases the consistency of employee behavior. Therefore, if the organizational culture is good, it is not surprising that the organization's members are good and quality people too.

CONCLUSIONS

Based on the results of the research and discussion previously stated, it can be concluded that perceived organizational support affects job satisfaction. Organizational culture affects job satisfaction. Simultaneously, perceived organizational support and organizational culture have a role in shaping worker satisfaction significantly. Based on previous phenomena and research results, several suggestions can be made that perceived organizational support can be improved through various fulfillment of employee needs, especially in the aspects of rewards and working conditions associated with salary, benefits, bonuses, promotions, and training / self-development for employees, as well as creating a comfortable and safe working condition for employees. Organizational culture needs improvement, especially the improvements to work program activities. In addition, an organizational culture that has been formed and internalized strongly will reflect the attitudes and behavior of employees. For this reason, an organization must have a strong culture in order to provide real benefit to the company. Future researchers can conduct research on the same topic but need to add other factors that have not been disclosed in this study. Good coordination with the organization must be carried out so that when taking research data and short interviews there are no obstacles and the sample obtained can also be more.

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