Creating Job Satisfaction In A Strict Organization - OPCION Journal

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Abstract

One solution that can increase employee satisfaction is perceived organizational support, which will create work engagement and reduce work holism. This research uses quantitative research methods, with a sample of 165 respondents taken by random sampling techniques at chemical companies in Indonesia. The results showed that perceived organizational support did not affect job satisfaction and perceived organizational support had no effect on work engagement. Besides, perceived organizational support had no effect on work holism and work engagement had an effect on job satisfaction. Moreover, perceived organizational support does not affect job satisfaction through work holism as a mediating variable.

Keywords: Perceived organizational support, Work holism, Work engagement, Job satisfaction.

Creando satisfacción laboral en una organización estricta

Resumen

Una solución que puede aumentar la satisfacción de los empleados es el apoyo organizacional percibido, que creará compromiso laboral y reducirá la adicción al trabajo. Esta investigación utiliza métodos de investigación cuantitativos, con una

muestra de 165 encuestados tomados mediante técnicas de muestreo aleatorio en empresas químicas en Indonesia. Los resultados mostraron que el apoyo organizacional percibido no afectó la satisfacción laboral y el apoyo organizacional percibido no tuvo ningún efecto en el compromiso laboral. Además, el apoyo organizacional percibido no tuvo efecto en la adicción al trabajo y el compromiso laboral tuvo un efecto en la satisfacción laboral. Además, el apoyo organizacional percibido no afecta la satisfacción laboral a través de la adicción al trabajo como una variable mediadora.

Palabras clave: Apoyo organizativo percibido, Adicción al trabajo, Compromiso laboral, Satisfacción laboral.

1. INTRODUCTION

Employees are unique resources for a company because humans always can change or adapt and become better than before. It makes people very important for a company. The company must first understand that to have good employees and be able to develop in a better direction, and the company must first prioritize the job satisfaction of each employee. Employee job satisfaction is critical to enable or enable an employee to be able to bring out the maximum ability in his work.

Perceived organizational support can create employee job satisfaction so that it has a good impact on the company. Many studies have conducted an analysis related to the effect of perceived organizational support on job satisfaction that perceived organizational support has a significant positive effect on job satisfaction (BURKE, 2003; STAMPER & C., 2003). But on the other studies, there are research results that state that perceived organizational support has no

effect or is not significant to job satisfaction (BARUCH-FELDMAN, BRONDOLO, BEN-DAYAN, & SCHWARTZ, 2002). So far, research related to perceived organizational support for job satisfaction has been mediated by organizational commitment, turnover intention, organizational citizenship behavior, and so on so that this research will present a novelty to resolve the research gap through work holism and work engagement. This research uses the object of a chemical company given that job satisfaction at a chemical company is often low because of stringent work requirements and a low level of fault tolerance so that this research will make a positive contribution to organizations with the same type of work.

Understanding Perceived Organizational Support (POS), according to PAILLE, BOURDEAU, & GALOIS (2010), is a perception or view of an employee of his company regarding how the company pays more attention to the welfare of employees and rewards each employee's contribution. Understanding Work engagement refers to how engagement, satisfaction, and a sense of enthusiasm that exists in employees for what is done (SAKS, 2006). If someone has a high sense of interest in work, then that person will have a very positive impact on his job because of a reason of interest in everything he does related to work.

Work holism is a movement that is triggered by oneself where a person is addicted to work that shapes social behavior, such as working beyond limits. Work holism shows the need for excessive work, which generally affects health, personal happiness, interpersonal

relationships, and smooth social functioning. Another opinion revealed that work holism not only has a negative effect but can also have a positive impact, which is a feeling of pleasure towards work that brings profit (LEVY, 2015).

According to LEVY (2015) explains that job satisfaction reflects the feelings of workers while working in the company. Job satisfaction is very dependent on individual conditions because every individual has its aspects in assessing the level of job satisfaction. Therefore, the more elements of the work that are following personal desires, the higher the level of job satisfaction.

1.1. The relationship between Perceived Organizational Support and Job Satisfaction

Perceived organizational support explains the extent to which employees believe organizations value their contributions and care about their well-being and the high perceived organizational support leads to high job satisfaction and lower turnover. This is supported by the conclusion that companies need to increase appreciation for the contributions made by employees (MIAO, 2011).

H1: Perceived Organizational Support influences Job satisfaction.

1.2. The relationship between Perceived Organizational Support and Job satisfaction

Work engagement can occur when employees succeed in maximizing three aspects at work namely emotional, cognitive and physical to distinguish and respond appropriately to the moods, motivations and desires of others. Individuals who have high work engagement are able to control emotions, maximize physical performance and cognitive abilities when joining an organization. In a study conducted by BURKE AND GHADA (2010) shows that work engagement has a significant positive effect on job satisfaction.

H2: Work engagement influences job satisfaction

1.3. The relationship between work holism and job satisfaction.

Work holism is an attitude of hard and large obsession that a person has towards work which causes irrational behavior such as leaving time off to keep working even when there is no time to think about anything other than work. According to SCHAUFALI ET AL (2008) that a strong desire to work which is only associated with the fulfillment of the material actually causes an attitude of rapid worry, hurry and anxiety in carrying out work. In the research of BEEK ET AL., (2014) shows that work holism has a negative effect on predicting job satisfaction.

H3: Work holism has a negative effect on predicting job satisfaction.

1.4. The relationship between Perceived Organizational Support to Job satisfaction through Work engagement and Work holism.

Based on the studies above, how the effect of perceived organizational support affects job satisfaction through work holism and work engagement, the relationship between these variables becomes novelty in this study.

H4: Perceived organization support influences job satisfaction through work engagement and a negative effect through work holism

2. METHODOLOGY

The research using quantitative methods with the population used is chemical company employees in Indonesia. While the determination of the number of representative samples is dependent on the number of indicators multiplied by 5 to 10 (HAIR, SARSTEDT, RINGLE, & MENA, 2011), so the number of samples in this study is 33 indicators multiplied by 5, namely 165 chemical company employees. The technique used is random sampling.

The Perceived Organizational Support Scale used was adapted from RHOADES & EISENBERGER (2009), work engagement was adapted from FEDERMAn (2009), Job Satisfaction was adapted from LEVY (2015), and work holism was adapted from ANDRESSEN ET AL (2014). While data analysis techniques using SEM PLS.

3. RESULTS and DISCUSSION

Table 1. Path Analysis Test

Relationship	Path Coefficient	t statistic	Remarks
POS -> JS	0,021	1,150	Not Significant
POS -> WE	0,109	1,520	Not Significant
POS -> W	0,108	0,459	Not Significant
WE -> JS	0,021	23,118	Significant
W -> JS	0,027	24,502	Significant

Table 1 shows the results of testing the significance of the path coefficient.

Table. 1 shows the results of testing the significance of the path coefficient (path) through the t statistical test as follows:

1. Perceived organizational support (X) has no influence on Job Satisfaction (Z), so the first hypothesis (H1) is rejected.

2. Work engagement (Y1) has a significant positive effect on job satisfaction (Z), so the second hypothesis (H2) is accepted.

3.   Work holism (Y2) has an influence on job satisfaction (Z), so the third hypothesis (H3) is accepted.

4.   Perceived organizational support (X) has no significant effect on work engagement (Y1).

5.   Perceived organizational support (X) does not significantly influence work holism (Y2).

Table 2: Indirect Effect Test

Relationship	*t statistic*	Remarks
POS -> WE -> JS	0,078	Tidak Signifikan
POS -> W -> JS	0,033	Tidak Signifikan

Table 2 shows that perceived organizational support has no influence on job satisfaction through work engagement, while perceived organizational support also does not have a significant effect on job satisfaction through work holism, so the fourth hypothesis (H4) is rejected.
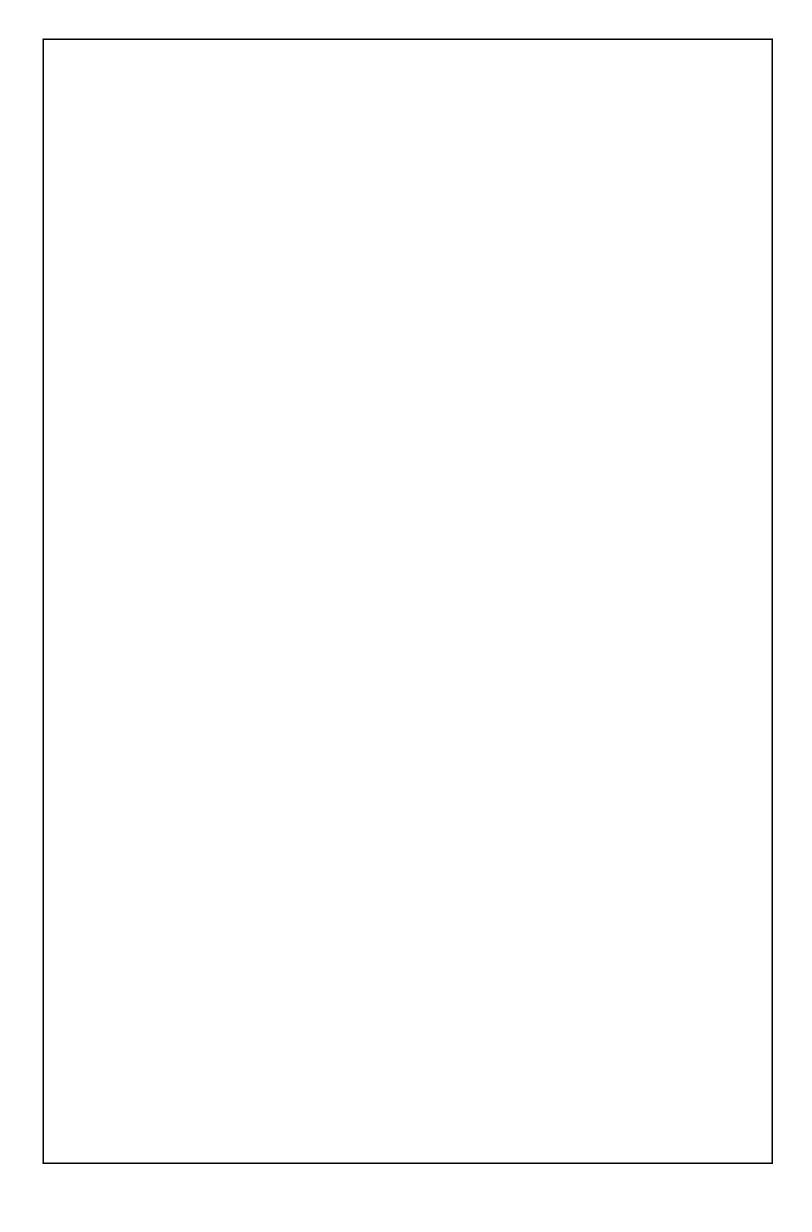
4. CONCLUSION

From the results of this study, it was found that employees need to understand the importance of sharing support to coworkers, so they can feel satisfied at work, including understanding the effects caused

by work holism and can understand the true essence of doing totality while working. If the employee is satisfied with the job, the employee is maximally and happily performs every task and obligation without feeling obligated.

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