

The Influence of Organizational Support on Work Motivation with Job Satisfaction as an Intervening Variable in Employees of PT. Berkas Sawit Utama Batang Hari Regency

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ABSTRACT

The purpose of this study is to investigate how organizational support affects work motivation in PT. Berkas Sawit Utama Batang Hari Regency employees, using job satisfaction as an intervening variable. Using a quantitative approach, the sample consisted of 83 respondents who were selected through a simple random sampling technique from a population of 478 employees. Data collection was carried out using a Likert scale questionnaire. The analysis was carried out by Structural Equation Modeling (SEM) using SmartPLS 4 software. The study's findings demonstrate that organizational support significantly and favorably affects work motivation and job satisfaction. In addition, job satisfaction also has a significant effect on work motivation and mediates the relationship between organizational support and work motivation.

INTRODUCTION

Human resources are one of the most important factors for the success and prosperity of the organization (Mulyadi, 2021). They are the main driving force behind every organizational activity. Humans have an active and dominant role in every organizational activity, because they are the ones who act as planners, implementers, and determinants of the achievement of organizational goals (Heryanto, 2021).

The active role of employees in determining the success of the company depends on the employee's enthusiasm or motivation in carrying out their duties. According to (Mardiyah et al., 2023) Work motivation is the result of a process that comes from internal and external factors of individuals, which triggers the emergence of an attitude of enthusiasm and consistency in carrying out certain activities. One of the factors that affect motivation is Organizational Support. (Pratiwi & Muzakki, 2021) Defining organizational support as a form of attention and care given by the organization to build, develop, and generate positive employee perceptions.

The researcher used job satisfaction as an intervening variable to strengthen or weaken the relationship between organizational support and work motivation. Job satisfaction can be defined as a set of feelings that employees feel towards their work, whether happy or unhappy, these feelings arise as a result of the employee's interaction with their work environment, as well as as a reflection of the mental attitude that develops along with their evaluation of the work carried out (Fitriya & Kustini, 2022).

This study aims to explain the relationship and identify the elements of job satisfaction and organizational support that affect employee work motivation and to determine the influence of organizational support on motivation by using job satisfaction as an intervening variable in PT. Thanks to the main tree of Batang Hari Regency.

LITERATURE REVIEW

Work Motivation

Motivation is the drive, effort, and desire that arises from within a person, which plays a role in activating, providing energy, and directing individual behavior (Safarina et al., 2023). This motivation encourages a person to carry out their tasks optimally in their work environment, so that they can achieve the goals that have been set. (Setyo Widodo & Yandi, 2022) explained that motivation is a series of attitudes and values that play a role in influencing individuals to achieve certain goals. Thus, motivation can be concluded as a process in which needs are a driver for a person to carry out various activities that are directed at achieving personal goals and organizational goals, as well as meeting the desired needs. According to (Avindiana, 2021) There are several indicators that can be used to assess a person's level of work motivation, namely motivation to achieve goals, work spirit, initiative and creativity, and a sense of responsibility.

Organizational Support

Organizational support is everything that an organization does for the well-being of its employees, such as training, provision of equipment, clarity of

expectations, and the existence of a productive work team (Kusumah, 2020). The support provided by the organization has an important role in encouraging employees to continue to develop their skills to achieve the success of the organization's goals (Firnanda & Wijayati, 2021).

This approach is in line with Social Exchange Theory (Rhoades & Eisenberger, 2002) That is, organizational support is perceived as the employee's belief that the organization values their contributions and cares about their well-being, that individuals have an obligation to respond to the treatment they receive from others. It also states three dimensions as a measuring tool for organizational support, namely fairness, supervisory support, and organizational reward and job conditions.

Job satisfaction

Job satisfaction is the attitude that employees have towards their work, which includes various aspects such as work situation, cooperative relationships with colleagues, rewards received, and physical and psychological factors that affect their work experience (Sumiati et al., 2022). Greenberg and Baron, as quoted in (Dianto, Hablil Ikhwana, 2023) defines job satisfaction as a positive or negative attitude that individuals have towards their work.

(Sutrisno in Andriany, 2019) Explains that job satisfaction includes employees' attitudes towards work related to various factors, such as work situations, cooperation between employees, rewards received, and physical and psychological aspects that affect their comfort.

Overall, job satisfaction can be understood as an individual's emotional response and perception to their work, which is influenced by the work environment, interpersonal relationships, as well as reward and psychological factors. According to (Luthans, 2015) Pay, work it self, promotion, co workers and working condition are the main dimensions of measuring job satisfaction.



Figure 1. Conceptual Framework

METHODOLOGY

This study uses a quantitative descriptive method. The population is all employees of PT. Berkas Sawit Utama which totals 478 people. Using the Slovin formula, a sample of 83 respondents was obtained through a simple random sampling technique.

The types of data in this study are primary data and secondary data. Primary data was obtained from the distribution of questionnaires compiled based on indicators of each variable which included organizational support (X), job satisfaction (Z), and work motivation (Y) using the Likert scale. Secondary data is obtained from books, journals, articles, internal company data, and other literature.

The data analysis technique was carried out using the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) analysis tool through SmartPLS 4 software. Tests were carried out on direct and indirect relationships based on four hypotheses that have been formulated.

RESEARCH RESULTS

Validity And Reliability Test

Table 1. Validity and Reliability Test

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability (rho_a)</i>	<i>Composite Reliability (rho_c)</i>	<i>Average Variance Extracted (AVE)</i>
Work Motivation (Y)	0,947	0,948	0,954	0.634
Organizational Support (X)	0,905	0,908	0,922	0,569
Job Satisfaction (Z)	0,954	0,955	0,959	0,609

Cronbach's Alpha and Composite Reliability scores for every variable in this study were greater than 0.70, according to the data in the above table. Consequently, the equipment utilized have a high degree of reliability. Furthermore, each variable's Average Variance Extracted (AVE) value was above 0.50, indicating that the test's construction had strong convergent validity.

Test R-Square

Table 2. Test R Square

Variable	<i>R-Square</i>	<i>R-square Adjusted</i>
Job Satisfaction (Z)	0,354	0,346
Work Motivation (Y)	0,689	0,681

According to the data in the above table, the variable work Satisfaction (Z) has an R-Square value of 0.354, meaning that Organizational Support accounts for 35.4% of the variation in work satisfaction. In the meantime, organizational support and job satisfaction account for 68.9% of the variation in work motivation, according to the R-Square value for work motivation (Y) of 0.689. This number indicates that the model has good predictive capability and is comparatively strong.

Bootstrapping Hypothesis Testing

Table 3 Bootstrapping Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P-values
X-> Work Motivation Y organizational support	0,579	0,582	0,064	9,075	0,000
X-> Organizational Support Job Satisfaction Z	0,595	0,604	0,058	10,231	0,000
Job Satisfaction Z-> Work Motivation Y	0,343	0,341	0,072	4,755	0,000

All of the correlations between the variables are positive and significant (p-value < 0.05 and T > 1.96), according to the data in the above table. Means:

1. Support from the organization (X) for work motivation (Y)
It is evident from the data in the table that the statistical T-values are greater than 1.96 and the p-values are less than 0.05. These findings corroborate the first hypothesis, according to which job motivation is positively and significantly impacted by organizational support.
2. Organizational Support (X) to Job Satisfaction (Z)
The table's data unequivocally demonstrates that the statistical T-values are greater than 1.96 and the P-values are less than 0.05. These findings confirm the second hypothesis, according to which job satisfaction is positively and significantly impacted by organizational support.
3. Job Satisfaction (Z) versus Work Motivation (Y)
The table's data unequivocally demonstrates that the statistical T-values are greater than 1.96 and the P-values are less than 0.05. These findings support the third hypothesis, according to which work motivation is positively and significantly impacted by job satisfaction.

Indirect Testing Hypothesis

Table 4. Indirect Testing Hypothesis

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P-values
Organizational support X-> Job Satisfaction Z -> Work Motivation Y	0,204	0,206	0,045	4,505	0,000

The information in the following table shows that job satisfaction plays a significant mediating role in the relationship between organizational support and work motivation. This is supported by the T-statistic > 1.96 and P-value < 0.05, which show that the mediation hypothesis is accepted.

DISCUSSION

The results of this study show that organizational support has a positive and significant effect on employee work motivation. This is in line with the

organizational support theory which states that employees who feel supported by the organization will show a more positive work attitude and are motivated to work better (Eisenberger et al., 1986). The support in question includes attention to welfare, recognition of contributions, and the provision of facilities and opportunities for self-development.

In addition, organizational support has also been proven to have a positive effect on job satisfaction. Employees who feel cared for and treated fairly tend to feel more satisfied at work. These results are consistent with previous research that states that positive perceptions of the work environment encourage higher levels of satisfaction (Luthans, 2015).

Job satisfaction itself plays a significant role in increasing work motivation. When employees feel satisfied with their work, including in terms of salary, promotion, co-workers, and supervision, they will be encouraged to work more productively and achieve set targets. In this study, job satisfaction was also shown to mediate the relationship between organizational support and work motivation. This means that organizational support not only has a direct effect, but also indirectly through increased job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the analysis and discussion that has been presented in the previous chapter, the following conclusions can be drawn:

1. Organizational Support (X) has a positive and significant influence on Work Motivation (Y)
2. Organizational Support (X) also has a positive and significant effect on Job Satisfaction (Z)
3. Job Satisfaction (Z) has a positive and significant influence on Work Motivation (Y)
4. Job Satisfaction (Z) plays a role as an intervening variable that is able to mediate the influence of Organizational Support (X) on Work Motivation (Y).

Recommendations

The researcher can make the following recommendations in light of the findings of the analysis and discussion that were provided in the previous chapter:

1. In the work motivation variable, it is recommended that companies be more active in encouraging overall employee engagement. In the organizational support variable, companies are advised to repay attention to policies related to employee welfare as a whole. In the variable of job satisfaction, companies need to ensure that the work environment created really supports comfort and productivity.
2. For the next researcher, it is recommended to improve this research with a wider method, approach, and scope so that the results obtained can provide a deeper and more comprehensive picture of the phenomenon being studied.

ADVANCED RESEARCH

This research still has limitations, and the authors recognize that there are some shortcomings that need to be corrected. Therefore, further research is needed to further examine the influence of organizational support on work motivation with job satisfaction as an intervening variable, in order to refine the findings of this study and make a broader contribution to the development of human resource management science and practice.

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