

# Job Satisfaction Of Civil Servants In Local Governments In Indonesia Influenced By Perceived Organizational Support And Affective Commitment

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**Abstract:** The purpose of this study was to determine the impact of perceived organizational support and affective commitment on civil servants' job satisfaction at the Penukal Abab Lematang Ilir Regency Government South Sumatra Province Indonesia partially and simultaneously. The method used is a descriptive method with multiple regression analysis techniques. This study uses Proportional Random Sampling as a sampling technique. The population of this study was civil servants at the regional government offices and agencies in the Penukal Abab Lematang Ilir Regency Government, with a total of 331 people and a sample of 176 people.

**Keywords:** Perceived Organizational Support, Affective Commitment, Job Satisfaction.

## 1. Introduction

Job satisfaction is an essential factor in getting optimal work results in an agency. When an employee feels satisfaction at work, he will try as much as possible with all his abilities to complete his duties and work. Thus the productivity and work results of employees will increase optimally. Job satisfaction is an emotionally pleasant attitude of employees, love their work with all their heart. This condition will be reflected in employees' work morale, discipline, and good work performance [1]. When employees feel that the organization cares about their welfare and opinions, employees will feel job satisfaction. Locke and Luthan (1990) give a comprehensive definition of job satisfaction as a pleasurable or positive emotional state which results from an appraisal of one's job or experience [2]. Job satisfaction

results from an employee's perception of how well his job provides those things viewed as necessary. Job satisfaction is defined as the optimistic emotional viewpoint an individual holds towards their job [3]. One of the best perceived organizational support is employee job satisfaction [4]. Individuals who have the same values as the organization will easily interact efficiently with the organization's value system, reduce uncertainty and conflict, and increase job satisfaction and improve performance [5].

Organizations must treat their employees humanely because employees are not only tools that are required to work optimally, but employees must also pay attention to their needs, such as welfare, appreciation, recognition, and opportunities to develop. Employees will have a perception when what they give is not comparable to what is received; as a result, it can reduce the quality of employee work. Employees who feel that the organization where they work provide support, appreciate the job, and care about the welfare of employees, then employees will tend to be more committed to their organization [6]. Individuals emotionally attached to an organization are happy to continue their membership and regard their problems as their own [7]. As a result, they willingly become highly involved with the organization and enjoy working [8]. Meyer and Allen, (1984) defined affective commitment as "positive feelings of identification with, attachment to, and involvement in, the work organization" [9].

As the central element in government administration, civil servants have a very strategic role in determining the success of development in various aspects. Civil servants are planners, implementers, and supervisors of implementing general government tasks and national development through policies and professional public services. Every employee implements public services and procedures and serves the community by their placement field. Civil servants in Indonesia are spread across all provinces, districts, and cities. These civil servants work in the city centre and new autonomous regions, such as in the Penukal Abab District of Lematang Ilir, Indonesia, South Sumatra Province.

Penukal Abab Lematang Ilir Regency has been a new autonomous region since 2013 based on the Law of the Republic of Indonesia Number 7 of 2013 concerning the Establishment of Penukal Abab Lematang Ilir Regency in South Sumatra Province, with the main area being Muara Enim Regency [10]. Civil servants in this district must work professionally as a new autonomous region even though the infrastructure is still inadequate. With this condition, good perceived organizational support is needed by employees to create employee affective commitment so that job satisfaction can increase and work results become optimal.

## **2 Literature Review**

### **2.1 Perceived Organizational Support**

Perceived organizational support is the perception held by employees regarding the extent to which the organization assesses the contribution, provides support and care for the welfare of its employees, and the organization's willingness to assist employees in completing work and meeting the socio-emotional needs of its employees [11]. Perceived organizational support has been described as employees' belief that their organization values their contributions and cares about their well-being. Perceived organizational support is a global belief developed by

employees about the extent to which organizational commitment to employees is seen from the organization's appreciation for their contributions and the organization's attention to employees' lives [12]. The positive impact from that condition is perceived organizational support on employee-organizational relationships and a favourable orientation of employees towards the organization [13].

## **2.2 Affective Commitment**

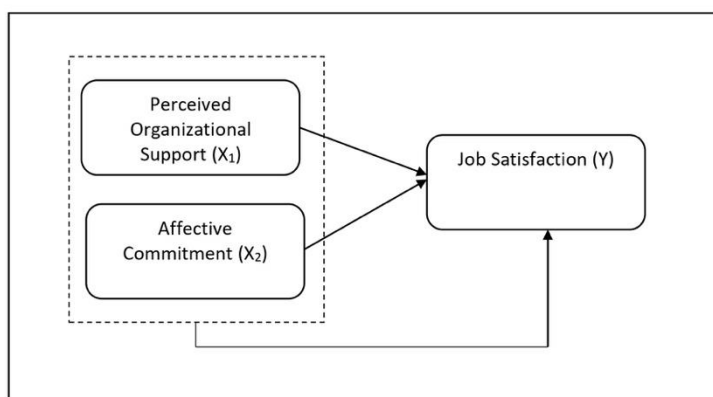
Affective commitment is an individual's emotional attachment to the organization, determining individual dedication and loyalty. Affective commitment is also called attitudinal commitment (commitment as an attitude) when individuals consider the extent to which their values and goals are by the organization's values and goals. Individuals with this type of commitment will identify with the organization's values and goals and want to maintain membership [14]. Individuals who have high affective commitment have a strong sense of belonging and identification, which will increase the individual's involvement in organizational activities, the willingness to try to achieve organizational goals, and the will to maintain the organization [15]. Affective commitment refers to an employee's emotional attachment to his organization, employees who recognize and are involved in the organization to get a good image [16], [17]. The affective commitment was assessed by the measure developed [18]. Sample items are: "I feel as if this organization's problems are my own," and "I do not feel like 'part of the family at my organization" (reverse item). Affective commitment manifests due to the employee's perception of the work environment [19].

## **2.3 Job Satisfaction**

Job satisfaction is a general attitude towards a person's work, the difference between the number of rewards an employee receives and the amount they believe they should receive [20]. Job satisfaction results from employees' perceptions of how well their jobs provide things that are considered significant [21]. Job satisfaction is an excellent emotional condition induced by personal assessment of working conditions and an individual's work experience in organizations [22]. According to Davis (1988), job satisfaction is the ultimate end at which an organization's jobs and or organizational policies are designed; they are done to derive maximum satisfaction of their needs through them. Implicitly, "job satisfaction derives from all methods procedures and policies at improving the quality of working life" [23]. Job satisfaction matches the job's characteristics and the individual's needs [24]. They affirmed that job satisfaction has always been motivated because of their similarities.

## **3. Research Framework**

The framework of thought is the flow of the relationship of variables to be studied based on the theoretical basis or previous research. The description of the research steps that will be carried out in the form of a chart that is expected to formulate the research hypothesis, the picture of the research framework is as follows:



**Figure 1. Conceptual Framework**

## **4. Research Methods**

### **4.1 Research Design**

This research explains the effect of perceived organizational support and affective commitment on civil servants' job satisfaction. The research location is at the Penukal Abab Lematang Ilir Regency Government office, especially at regional offices and regional agencies. Data were collected using questionnaires distributed directly to civil servants at regional offices and regional agencies, totalling 176 questionnaires.

The research variable uses perceived organizational support (X<sub>1</sub>) and affective commitment (X<sub>2</sub>) as the independent variable, job satisfaction (Y) as the dependent variable.

Data analysis techniques using research instrument tests include validity and reliability, linearity test, t-test, F test, coefficient of determination (R<sup>2</sup>).

### **4.2 Population**

The population in this study were civil servants from regional offices and regional government offices of the Penukal Abab Lematang Ilir Regency Government, with 331 people.

### **4.3 Sample**

The research sample was obtained using the sloven's formula in this study. From a total population of 331 people, a selection of 176 civil servants was accepted as the research sample. The civil servant has a Strata 2 (S2) education qualification. The age ranges from 31 years to 55 years. The length of service is one year to 25 years in the work area of the Regional Apparatus Organization of the Penukal Abab Lematang Ilir Regency Government.

### **4.4 Research Instruments and Hypothesis Testing**

Data processing using SPSS program version 25 [25]. This research was tested with multiple linear regression analysis models. Researchers use numerous linear analyzes if the researcher intends to predict how the dependent variable's condition (up or down) of two or more independent variables. Linear regression test with dependent variables Y based on two

independent variables (X1, X2) in a linear equation. As the dependent variable (Y) is job satisfaction, and the independent variables are perceived organizational support (X1) and affective commitment (X2). Analyze the relationship between X and Y variables can be known by using the following formula:

$$Y = a + b_1X_1 + b_2X_2 + be$$

where: Y = Job Satisfaction, X<sub>1</sub> = Perceived Organizational Support, X<sub>2</sub> = Affective Commitment

**Tabel 1. Coefficient regression**

Model	Coefficien B	t-statistic	Sig	Partial
<b>Constant</b>	0.291	1.700	0.091	
<b>Perceived Organizational Support</b>	0.479	7.637	0.000	0.728
<b>Affectice Commitment</b>	0.454	6.508	0.000	0.680
<b>R</b>	0.869			
<b>Rsquare</b>	0.755			
<b>F statistic</b>	266.768			
<b>Sig</b>	0.000			

Source: Processed Data, 2021

From the results of the multiple linear regression equation above, it can be seen that the relationship between the dependent variable (Y) and the independent variable (X<sub>1</sub>, X<sub>2</sub>) is constant. This condition means that the relationship between X and Y changes in the opposite direction. This condition can be seen in the positive regression coefficients for variables X<sub>1</sub> and X<sub>2</sub>, meaning that X changes Y, while the difference is negative.

The equation obtained a constant value (α) of 0.291 when the perceived organizational support (X<sub>1</sub>) and affective commitment (X<sub>2</sub>) variables showed a constant value of zero. The job satisfaction variable (Y) of civil servants at the Penukal Abab Lematang Ilir Regency Government increased by 0.291.

The values of the regression coefficients for each variable can be explained based on statistical analysis as follows:

The relationship between perceived organizational support ( $X_1$ ) variable and changes in employee job satisfaction variable (Y) with a coefficient  $b_1$  of 0.479 shows that every increase in a sensed corporate variable ( $X_1$ ) by one unit will affect the increase in employee job satisfaction variable (Y) by 0.479 assuming the Affective Commitment variable ( $X_2$ ) is constant or equal to 0.

The relationship between the affective commitment variable ( $X_2$ ) on changes in the increase in the employee job satisfaction variable (Y) with a  $b_2$  coefficient value of 0.454 shows that every increase in the affective commitment variable ( $X_2$ ) by one unit will affect the increase in the employee job satisfaction variable (Y) by 0.454 assuming the perceived organizational support ( $X_1$ ) variable is constant or equal to 0.

## **5. Results and Discussion**

### **Effect of Perceived Organizational Support ( $X_1$ ) on Job Satisfaction (Y)**

The effect of perceived organizational support ( $X_1$ ) on the employee job satisfaction variable (Y) with partial results the perceived corporate support ( $X_1$ ) variable proved to have an influence on the Job Satisfaction variable (Y) with a tcount value of 7.637, which is greater than the t-table of 1.65558 and weight of a significance of 0.000 means that it significantly affects the job satisfaction variable (Y). The higher the perceived organizational support, the greater the job satisfaction. This study follows the research results conducted by Shore & Tetrick (1991) that when employees have confidence in their organization and employees' expectations that the organization can fulfil their needs, it will form positive employee job satisfaction [25]. In this study, it is known that the average value of the perception of civil servants in the Penukal Abab Lematang Ilir district government for organizational support is high. This condition indicates that the civil servant trusts the organization to support its employees fully.

### **The Effect of Affective Commitment ( $X_2$ ) on Job Satisfaction (Y)**

The effect of affective commitment ( $X_2$ ) on the employee job satisfaction variable (Y) with partial results the affective commitment variable ( $X_2$ ) proved to have an influence on the job satisfaction variable (Y) with a tcount of 6.508 greater than ttable of 1.65558 and a significance value of 0.000 means that it shows a significant effect on the job satisfaction variable (Y). The better the affective commitment, the greater the job satisfaction. The results of this study follow the results of research by Restuningdiah (2009), which states that organizational commitment affects job satisfaction [26]; this means that someone who has loyalty to his organization tends to feel satisfied in his work, the dominant indicator for organizational commitment in his research. It is an indicator of affective commitment, defined as a person's strong desire to keep working in an organization because he feels fit and wants to continue or because he wants to stay there. This condition means that if a person thinks that he is suitable for his job, he will have high job satisfaction.

Based on the results of the t-test above, it can be concluded that the dominant variable affecting employee job satisfaction (Y) is the perceived organizational support ( $X_1$ ) variable with the most significant t-count value of 7.637 with a significance of 0.000. Thus the fourth hypothesis in this study is proven true and can be accepted.

## 6. Conclusion

Based on the results of the analysis, hypothesis testing and discussion of the research results that have been described previously, in this study it can be concluded as follows: (1) The first hypothesis is that there is an influence between perceived organizational support on job satisfaction of civil servants at the Penukal Abab Lematang Ilir Regency Government proven the truth is, where the perceived organizational support ( $X_1$ ) variable has a positive and significant influence on job satisfaction (Y); (2) The second hypothesis is that there is an influence between affective commitment ( $X_2$ ) on job satisfaction of civil servants at the Penukal Abab Lematang Ilir Regency Government which is proven true, where the affective commitment variable ( $X_2$ ) has a positive and significant effect on job satisfaction (Y); (3) The third hypothesis is that there is an effect between perceived organizational support ( $X_1$ ) and affective commitment ( $X_2$ ) simultaneously on job satisfaction of civil servants in the Penukal Abab Lematang Ilir Regency Government which is proven true, where the variables perceived organizational support ( $X_1$ ) and affective commitment ( $X_2$ ) simultaneously has a positive and significant effect on job satisfaction (Y); (4) The fourth hypothesis of the perceived organizational support ( $X_1$ ) variable has a partially dominant influence on the job satisfaction of civil servants in the Penukal Abab Lematang Ilir Regency Government is proven true, where the variable that has a partial effect on job satisfaction (Y) is the perceived organizational support variable ( $X_1$ ).

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