



The Influence Of Job Involvement And Perceived Organizational Support On Job Satisfaction Of Civil Servant At The Department Of Transportation, Kubu Raya Regency

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ABSTRACT

This study aims to determine the effect between job involvement, perceived organizational support on job satisfaction. With 45 respondents, using a quantitative approach. The analysis used to examine the data includes instrument test, validity test, reliability test, classical assumption test, normality test, linearity test, multicollinearity test, multiple linear regression analysis, coefficient of determination, simultaneous F test, and partial t test. Based on the analysis, it can be concluded that the correlation coefficient (R) obtained is 0.626 which indicates that between job involvement, perceived organizational support and job satisfaction have a strong relationship. Simultaneous F test shows that job involvement and perceived organizational support simultaneously have a significant influence on job satisfaction. Partial t test shows that the perceived organizational support variable partially affects job satisfaction.

INTRODUCTION

According to Sinambela, (2016, page. 9): "Human Resource Management is the management of human resources as the main resource or asset, through the application of management functions and operational functions so that the predetermined organizational goals can be achieved properly." According to Rahardjo, (2022, page. 15): "HRM is the process of managing people in an organization in a structured and comprehensive manner. This includes the areas of staffing (hiring people), retention of people, setting and managing salaries and benefits, performance management, change management and taking care of leaving the company to end activities." According to Tsauri, (2013, page. 4): Human resource management, abbreviated as HRM, is a science or a way of how to manage the relationship and role of

resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the goals of the company, employees and society are maximized. HRM is based on a concept that every employee is a human being not a machine and not merely a business resource. According to Setyadi, (2021, page. 193): "Work involvement is the extent to which an employee participates with all his abilities and the importance of the job according to the individual." According to Wulandari, (2020, page. 12): "Work engagement is the commitment of an employee with a feeling of being bound to his job which is characterized by employees who have a high concern for work in their work environment." According to Rosyiana, (2019, page. 58): Perceptions of organizational support are efforts made by providing attention, appreciation, and improving the welfare of members in accordance with the contributions that members have made to the organization. Organizational support can be interpreted as a form of hearing member complaints and appreciating member contributions and trying to meet the needs of its members. According to Robbins & Judge, (2013, page.76): Perceived organizational support is the extent to which employees believe that the organization values their contributions and cares about their well-being. Research shows that people perceive their organization as supportive when rewards are perceived as fair, employees have a voice in decision making, and they see superiors as supportive. Employees with strong organizational perceptions tend to have higher levels of organizational behavior, lower levels of tardiness, and better customer service.

According to Sinambela, (2016, page. 301): "Job satisfaction is a set of employee feelings about whether their job is pleasant or not." According to Sinambela, (2016, page. 303): "Job satisfaction is a person's feelings about his job produced by his own efforts (internal) and supported by things outside himself (external), for work conditions, work results, and the work itself." The Kubu Raya Regency Transportation Agency is an implementing element of government affairs which falls under regional authority, led by a head of service who is domiciled under and responsible to the regent through the regional secretary. The Kubu Raya Regency Transportation Agency has the task of assisting the regent in carrying out mandatory government affairs that are not related to basic services in the field of transportation.

LITERATURE REVIEW

Job Involvement

According to Robbins & Judge, (2016, page. 46): "Work engagement measures the degree to which people identify psychologically with their work and consider their valued performance important to self-worth." Indicators of work engagement according to Robbins & Judge, (2016, page.46):

1. Actively participate in work
Workers with high levels of work engagement identify strongly and genuinely care about the type of work they do.
2. Considering performance important to self-esteem
Workers believe in the degree to which they influence their work environment, their competence, the meaning of their work, and the autonomy they value. Through involving them in decisions, making them feel their work is important, and giving them the discretion to do their own thing.

Perceived Organizational Support

According to Martiarini, et al. (2023, page. 44): "Perceived Organizational Support (POS) is the employee's perception of the extent to which the organization contributes to providing welfare, care, support, and appreciation for its members, with indicators:

1. Fairness: perception of equal justice;
2. Fairness: perception of equal justice;
3. Supervisor support: supervisor support for subordinates;

4. Rewards: recognition of employees' work achievements and accomplishments;
5. Being valued: perception of being valued by the organization;
6. Being cared for well-being: the perception of caring for employee well-being; and
7. Improving work support: support for improving employee knowledge and skills.

Job satisfaction

According to Sinambela, (2016, p. 303): "Satisfaction is part of life satisfaction. The nature of a person's environment outside of work affects feelings at work." According to Sinambela, (2016, p. 324) the dimensions of job satisfaction are as follows:

1. Mentally Challenging Work
Less challenging work tends to be boring, while overly challenging work tends to create frustration and a sense of failure.
2. Adequate Rewards
Not all workers are looking for money and therefore promotion is another alternative to job satisfaction.
3. Supportive Working Conditions
Studies have shown that workers are less likely to have a dangerous or uncomfortable work environment. Temperature, light, and other environmental factors are not extreme.
4. Supportive Colleagues
Studies show that job satisfaction increases when supervisors are perceived as friendly and understanding, praise good performance, listen to workers' opinions, and show personal interest.

METHODS

This research is associative research with a quantitative approach as a research technique, with the aim of connecting job involvement (X1) and perceptions of organizational support (X2) and job satisfaction (Y1). Data collection in this study used primary data and secondary data. The population of this study consisted of all Civil Servants of the Kubu Raya Regency Transportation Office. To examine the data collected, several data analysis processes are used. These procedures include quantitative analysis, instrument test, validity test, reliability test, classical assumption test, normality test, linearity test, multicollinearity test, multiple linear regression analysis, and coefficient of determination, simultaneous F test, and partial t test. Data management procedures were carried out with the help of IBM SPSS 26.

RESULTS

Validity Test

Table 1 Job Involvement Variable Validity Test Results (Variable X1)

No	Item	Correlation Result (r _{xy})	r table	Conclusion
			5%	
1	X1.1	0,435	0,248	Valid
2	X1.2	0,703	0,248	Valid
3	X1.3	0,613	0,248	Valid
4	X1.4	0,541	0,248	Valid
5	X1.5	0,460	0,248	Valid
6	X1.6	0,342	0,248	Valid

Table 1 shows that the results of the validity test on the Job Involvement variable (X1) all statement items are valid because the value of r count \geq r table.

Table 2 Results Of The Validity Test Of The Perceived Organizational Support Variable (Variable X2)

No	Item	Correlation Result (r _{xy})	r table	Conclusion
			5%	
1	X2.1	0,403	0,248	Valid
2	X2.2	0,548	0,248	Valid
3	X2.3	0,701	0,248	Valid
4	X2.4	0,668	0,248	Valid
5	X2.5	0,552	0,248	Valid
6	X2.6	0,586	0,248	Valid
7	X2.7	0,420	0,248	Valid
8	X2.8	0,281	0,248	Valid
9	X2.9	0,306	0,248	Valid
10	X2.10	0,479	0,248	Valid
11	X2.11	0,487	0,248	Valid
12	X2.12	0,413	0,248	Valid

Source: Data processed, 2024

Based on table 2 above, it shows that the validity test on the perceived organizational support variable (X2) all statement items are valid because $r \text{ count} \geq r \text{ table}$.

Table 3 Results Of The Job Satisfaction Variable Validity Test (Y Variable)

No	Item	Correlation Result (r _{xy})	r tabel	Conclusion
			5%	
1	Y.1	0,256	0,248	Valid
2	Y.2	0,682	0,248	Valid
3	Y.3	0,703	0,248	Valid
4	Y.4	0,610	0,248	Valid
5	Y.5	0,802	0,248	Valid
6	Y.6	0,287	0,248	Valid
7	Y.7	0,498	0,248	Valid
8	Y.8	0,514	0,248	Valid

Source: Data processed, 2024

Based on table 3 above, it shows that the validity test on the Job Satisfaction variable (Y) all statement items are valid because $r \text{ count} \geq r \text{ table}$.

Reliability Test

Table 4 Results Of Reliability Test Of Job Involvement Variables (Variable X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.453	6

Source: Data processed by SPSS 26, 2024

Based on Table 4, above, it shows that Cronbach's Alpha is 0.453, meaning that this value is below the reliability coefficient of 0.6. So it can be concluded that all statement items on the questionnaire as a measuring tool for the Job Involvement (X1) variable are unreliable and inconsistent.

Table 5 Results Of The Organizational Support Perception Variable Reliability Test (Variable X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.642	8

Source: Data processed by SPSS 26, 2024

Based on Table 5, above, it shows that Cronbach's Alpha is 0.642, meaning that this value is below the reliability coefficient of 0.6. So it can be concluded that all statement items on the questionnaire as a measuring tool for the perceived organizational support variable (X2) are reliable and consistent and reliable.

Table 6 Reliability Test Results Of Job Satisfaction Variables (Variable Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.642	8

Source: Data processed by SPSS 26, 2024

Based on Table 6, above, it shows that Cronbach's Alpha is 0.642, meaning that this value is below the reliability coefficient of 0.6. So it can be concluded that all statement items on the questionnaire as a measuring tool for the Job Satisfaction (Y) variable are reliable and consistent and reliable.

Classical Assumption Test

Table 7 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
N		Unstandardized Residual
45		
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.00349601
Most Extreme Differences	Absolute	.102
	Positive	.102
	Negative	-.097
Test Statistic		.102
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed by SPSS 26, 2024

Table 7, above shows that the Asymp. Sig (2-tailed) 0.200 > 0.05, meaning that the residual value is normally distributed.

Table 8 Linearity Test Results Of Job Involvement Variables On Job Satisfaction Variable (X1)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction * Job Involvement	Between Groups	(Combined)	79.358	6	13.226	2.383	.047
		Linearity	44.466	1	44.466	8.010	.007
		Deviation from Linearity	34.892	5	6.978	1.257	.302
	Within Groups		210.954	38	5.551		
	Total		290.311	44			

Source: Data processed by SPSS 26, 2024

Based on table 8, the linearity test results show a deviation from Linearity significance value of $0.302 > 0.05$. So it can be concluded that there is a linear relationship between Job Involvement and Job Satisfaction.

Table 9 Linearity Test Results Of Perceived Organizational Support Variables On Job Satisfaction Variable (X2)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction * Perceived Organizational Support	Between Groups	(Combined)	179.883	12	14.990	4.344	.000
		Linearity	107.154	1	107.154	31.051	.000
		Deviation from Linearity	72.729	11	6.612	1.916	.075
	Within Groups		110.429	32	3.451		
	Total		290.311	44			

Source: Data processed by SPSS 26, 2024

Based on table 9, the linearity test results show a deviation from Linearity significance value of $0.075 > 0.05$. So it can be concluded that there is a linear relationship between perceived organizational support and job satisfaction.

Table 10 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Job Involvement	.824	1.214
	Perceived Organizational Support	.824	1.214

a. Dependent Variable: Job Satisfaction

Source: Data processed by SPSS 26, 2024

Based on Table 10, it can be seen that there is no multicollinearity between the independent variables in the regression model. This is indicated by the tolerance value of each variable > 0.10 and $VIF < 10$.

Multiple Linear Analysis

Table 11 Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.403	.755		.534	.596
	Job Involvement	.196	.157	.165	1.247	.219
	Perceived Organizational Support	.689	.170	.538	4.057	.000

a. Dependent Variable: Job Satisfaction

Source: Data processed by SPSS 26, 2024

From table 11, it can be seen that the multiple linear regression equation is as follows: $Y = 11.438 + 0.403 + 0.196 X_1 + 0.689 X_2$

From the multiple linear regression equation, it can be explained as follows:

1. The constant value has a positive value of 0.403. it means that if the independent variable is 0 (constant), the dependent variable is 0.403.
2. The regression coefficient value of variable X1 is positive at 0.196, it means that if variable X1 increases, variable Y will also increase and vice versa.
3. The regression coefficient value of the X2 variable is positive amounting to 0.689, it means that if the X2 variable increases, the Y variable will also increase and vice versa.
4. Correlation Coefficient (R) Analysis

Correlation analysis is carried out to test associative hypotheses, namely the relationship between variables in the population through data on the relationship between variables in the sample. The results of the correlation coefficient test calculation can be seen in the following table:

Table 12 Correlation Coefficient Test Results (R)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.392	.363	.25633
a. Predictors: (Constant), Perceived Support, Job Involvement				

Source: Data processed by SPSS 26, 2024

From table 12 it can be seen that the R (correlation) value obtained is 0.626. This value is between 0.600-0.800, this means that between Job Involvement (X1), Perceived Organizational Support (X2), and Job Satisfaction (Y) has a strong relationship.

Coefficient Of Determination (R²) Analysis

This test is to find out how much variable X contributes to variable Y. The results of the Coefficient of Determination (R²) test calculation can be seen in Table 1.11 which states that the value of the Coefficient of Determination (R²) or R square obtained is 0.392. This means that 39.2% (1 x 0.392 x 100%) of the effect on Job Satisfaction is explained by Job Invoment and Perceptions of Organizational Support, while the remaining 60.8% is explained by other variables that are not included in the research variables.

Simultaneous Effect Test (F Statistical Test)

The simultaneous influence test is used to determine whether the independent variables jointly affect the dependent variable. The results of the simultaneous test (F test) can be seen in the following table:

Table 13 Simultaneous Effect Test Results (F Statistical Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.776	2	.888	13.519	.000 ^b
	Residual	2.760	42	.066		
	Total	4.536	44			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Perceived Support, Job Involvement

Source: Data processed by SPSS 26, 2024

Based on the results of the F test in Table 13, it can be seen that the independent variable has a significant effect on the dependent variable. This can be seen from the calculated F value of 13,519 > F table 3.20 and the Sig. probability value of 0.000 < 0.05, meaning that the job involvement variable and perceived organizational support simultaneously have an influence on job satisfaction.

Partial Effect Test (t Test)

This T test is conducted to determine the effect of each or partially the independent variable job involvement and perceived organizational support on the dependent variable job satisfaction. The partial test results (T test) can be seen in the following table:

Table 14 Partial Effect Test Results (t Statistical Test)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.403	.755		.534	.596
	Job Involvement	.196	.157	.165	1.247	.219
	Perceived Organisational Support	.689	.170	.538	4.057	.000

a. Dependent Variable: Job Satisfaction
 a. Dependent Variable: Job Satisfaction
 Source: Data processed by SPSS 26, 2024

Based on Table 14, it can be seen that the results of the partial effect test (t test) produce a sig value which will be interpreted as follows:

1. The t value of the job involvement variable (X1) is 1.247 t table of 2.015 and the significant level is 0.219 > 0.05, meaning that the job involvement variable partially has no significant effect on the job satisfaction variable (Y), so Ho is accepted and Ha is rejected.
2. The t value of the perceived organizational support variable (X2) is 4.057 > t table of 2.015 and the significant level is 0.000 < 0.05, meaning that the perceived organizational support variable partially has a significant effect on the job satisfaction variable (Y), then Ha is accepted and Ho is rejected.

DISCUSSION

Research conducted by Azzahra & Maryati (2016) shows that job involvement has a significant positive effect on employee performance. Research conducted by Nabila & Ratnawati (2020) shows that perceived organizational support has a positive influence on employee performance. Research conducted by Paparang et al. (2016) shows that the effect of job satisfaction on employee performance is significant.

Research conducted by Rosyida & Surjanti (2017) entitled "The Effect of Job Involvement and Locus of Control on Employee Job Satisfaction at PT Sinar Karya Duta Abadi", revealed that job involvement has a significant effect on job satisfaction. Research conducted by Amaradipta, et al. (2022) entitled "Perceptions of Organizational Support and Job satisfaction in Employees" shows that the hypothesis used in this study can be accepted because there is a relationship between perceived organizational support and job satisfaction in employees. Research conducted by

Hidayanti, et al. (2020) entitled "The Effect of Perceived Organizational Support and Organizational Justice on Employee Job Satisfaction (a study at PT. PP Presisi Tbk Tasikmalaya)" shows that perceived organizational support affects job satisfaction. Research conducted by Saporiza, et al. (2019) entitled "The Effect of Job Satisfaction on Organizational Commitment of Civil Servants at the Sambas Regency Agriculture and Food Security Office" shows that organizational commitment is influenced by job satisfaction.

CONCLUSION

1. Respondents in this study were mostly 41-50 years old, male with the latest education S1, class / space III / b and III / d, with a working period of 6-17 years, monthly income of 3,100,000-4,000,000, married status and the number of dependents as many as 2 people.
2. The multiple linear regression equation shows that the regression equation is $Y = 0.403 + 0.196 X_1 + 0.689 X_2$
3. The result of the correlation coefficient (R) obtained is 0.626. Then this value shows that between Job Involvement and Perceptions of Organizational Support on Job Satisfaction have a strong relationship. The Coefficient of Determination (R^2) of 0.392 means that Job Satisfaction is influenced by Job Involvement and Perceptions of Organizational Support with 0.392 and the remaining 60.8% is explained by other variables not examined in this study.
4. Based on the results of the simultaneous influence test (F test), it shows that Job Involvement and Perceived Organizational Support simultaneously have a significant effect on Job Satisfaction. This can be from the value of F count > F table, namely $13.519 > 3.20$ and probability. Sig. of $0.000 < 0.05$.
5. The results of the partial effect test (t statistical test) on the Job Involvement variable (X_1) on Job Satisfaction (Y) show the t value of $1.247 < t$ table and a significance value of $0.219 > 0.05$, so H_a is rejected and H_o is accepted, meaning that Job Involvement has no significant effect on Job Satisfaction of Civil Servants of the Kubu Raya Regency Transportation Office. The variable Perception of Organizational Support (X_2) on Job Satisfaction (Y) shows the t value of $4.057 > t$ table and a significance value of $0.000 < 0.05$, in other words H_a is accepted and H_o is rejected, meaning that the Organizational Support Perception variable partially has a significant effect on Job Satisfaction of Civil Servants of the Kubu Raya Regency Transportation Office.

LIMITATION

Having conducted an assessment of the extent of individual engagement in work and the level of job satisfaction, this study can help answer how perceptions of organizational support such as rewards, training and work environment moderate the relationship between employee engagement in their job satisfaction. Further research is recommended to consider additional variables that could potentially influence other factors that impact job satisfaction. In addition, it is important to expand the sample size to include individuals from various backgrounds as well as conduct research in various locations to gain more comprehensive insights.

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