

# The Effect of Social Support on Job Satisfaction and Organizational Citizenship Behavior as Mediation

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## ABSTRACT

This study aims to analyze the effect of social support on organizational citizenship behavior and job satisfaction as intervening variables. The sampling technique used the PLS Equational Modeling (SEM) method. The sample was taken as many as 109 employees of the Tambusai Public Health Center and the upstream Health Center of Rokan Hulu Regency, with the research instrument being a questionnaire. The effect of social support on job satisfaction of the Rokan Hulu district health center. Based on the results of data analysis, the research hypothesis which states that there is a positive relationship between social support and job satisfaction for company employees can be accepted. This means that by looking at the existence of social support, it can be predicted how job satisfaction at the Tambusai Health Center and the Kecepatan Hulu Health Center in Rokan Hulu Regency will be. This shows that the higher the social support, the higher the job satisfaction.

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## Introduction

A social support means feeling belonging, acceptance, interest, love, and being loved. Primoradi et al. (2018) in his article reveals that the feeling of having social support will create a peaceful relationship in which a sense of security, intimacy and closeness are fundamental characteristics (Aticnson et al., 2006). Furthermore, social support is part of the social exchange factor (Chan, 2007). In individuals who have more social support, feelings of uncertainty are reduced (Sajjadi et al., 2015).

Previous studies have shown that people with high social support and low interpersonal conflict survive higher in the face of life's stresses. Furthermore, a reduction in the level of social support was associated with an increase in the frequency of hospitalization for chronic diseases (Lett et al., 2005; Sorensen et al., 2009).

In addition, the research results of Xiao et al. (2014) and Zao et al. (2015) found that intrinsic and extrinsic job satisfaction had a significant effect on burnout in physicians and nurses clinicians through social support, work environment, and working hours. Thus, job satisfaction is a significant factor in job burnout syndrome which will be weakened by social support.

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Furthermore, the research results of Harris et al. (2007); Harris et al (2017); Yang et al. (2017); Alejandro & Yolanda (2018); Primoradi et al. (2018) also supports previous studies that social support affects employee job satisfaction. The results of the latest research, namely Seung & Byung (2020) prove the same thing. They conducted research on gender differences in wages, social support, and job satisfaction in the public sector.

Job satisfaction is a positive emotional state about work, and an antecedent of citizenship behavior and commitment (Lambert, Qureshi, Frank, Klahm, & Smith, 2018; Uddin et al., 2019). Several studies have found that employees tend to be committed to the organization if they are satisfied with their work (Lambert et al., 2018), which leads to their involvement in citizenship behavior/organizational citizenship behavior/OCB (Ćulibrk et al., 2018).

According to Robbins and Judge (2015:40), the facts show that organizations with employees who have good OCB will have better performance than other organizations. OCB is also often interpreted as behavior that exceeds formal obligations (extra role) and is not related to direct compensation.

Humans are social creatures who seek to build bonds of identity and friendship with others. In organizational settings, various groups of people use these bonds for mutually supportive social relationships and getting work done. The COVID-19 pandemic in Indonesia has resulted in a very heavy burden on the health care system in the country, including health workers (nakes) or non-health workers who work in health services. The most visible risk is their safety aspect, especially those on the front lines, who are very vulnerable to being exposed to COVID-19 to the point of threatening their life (fk.ui.ac.id. taken on August 1, 2021). This study will focus on health workers (nakes) and non-health workers (Non-nakes) at the Rokan Hulu District Health Center. The location was chosen due to the COVID-19 pandemic, which resulted in a high risk for health workers and non-health workers in health centers that are at the forefront of dealing with the pandemic. Researchers will examine the extent to which they expect social support to increase job satisfaction and whether OCB is still part of their job satisfaction measure in a pandemic that does not know when it will end.

Based on the phenomena, previous research and the conceptual theory described above, the authors are interested in conducting research on "The Effect of Social Support on Job Satisfaction and Organizational Citizenship Behavior (OCB) as Mediation (Study on Public Health Center Employees in Rokan Hulu Regency)."

## **Theoretical support**

### ***Social Support***

In his article Nicholas (2021) reveals that the basis for social support dates back to 1897, when Durkheim first published research findings establishing relationships between diminished social ties, such as family, community, and religious groups.

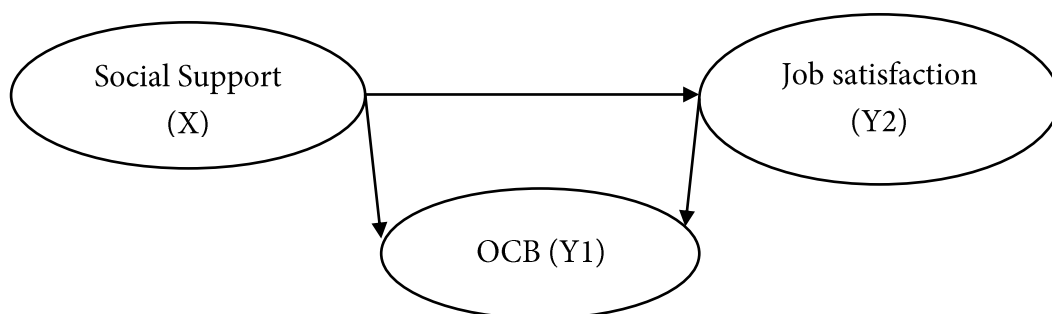
### **Organizational Citizenship Behavior**

The OCB concepts derive in part from the theoretical framework of exchange theory. Social exchange theory (P. M. Blau, 1964) in Rideout (2010) is a psychological or economic contract that emphasizes rights and obligations. Social exchange theory includes goods or services that are considered valuable. One of the parties receives the benefit, the other party feels obliged to provide an appropriate response. This is what causes give and take so that the relationship continues as long as it is considered necessary and beneficial. OCB is considered essential to organizational success.

### **Job Satisfaction**

Job satisfaction is generally defined as a pleasant or positive emotional state resulting from an appraisal of one's job or work experience (Locke, 1976) in Mishra (2015). Job satisfaction is associated with various organizational and individual outcomes (Judge, Parker, Colbert, Heller, & Ilies, 2001, in Mishra, 2015).

### **Research Framework**



**Figure 1.** Research Framework

Description:

1. Social Support (X)
2. Organizational Citizenship Behavior (Y1)
3. Job Satisfaction (Y2)

### **Research method**

This study will use a procedure known as a descriptive and explanatory survey, which will explain the description of each variable and the relationship per variable. The relationship model of each variable used in this study is causality, namely the independent variable or independent variable affecting the dependent or dependent variable. Explanatory research refers to the hypothesis that will be tested against the phenomena that occur. This phenomenon can be seen in the object of research, namely the employees of the Puskesmas in Rokan Hulu Regency.

Based on the purpose of this study, namely to describe and examine each variable in the study, namely social support, organizational citizenship behavior (OCB) and job satisfaction at

Puskesmas employees in Rokan Hulu Regency, descriptive and verification are the nature of this study.

In other studies, it is proposed that the minimum size of the sample is 10 to 20 samples per variable studied or indicators of the study. (Abdillah, 2020; Schreiber, 2008). The total number of variables studied or indicators of this research variable is 17, consisting of 4 indicators of social support variables, 9 indicators of OCB variables, 4 variables of job satisfaction. Thus the number of samples of this study according to the population is 70 is eligible because the total number of respondents is 70 respondents.

By using Total Sampling, the researcher distributed questionnaires to 70 respondents. This number is the total of Puskesmas employees in Rokan Hulu Regency, Riau Province. Technically, the researcher will provide questions that will be answered by respondents through questionnaires distributed using Google Form.

## Results

### SEM-PLS Analysis

This study collects data at the same time and source. Therefore, it is possible that the data still has the potential to generate common method variance (CMV) (Podsakoff et al., 2003, 2012). To ensure that general method bias can be controlled, this study uses full collinearity variance inflation factors (VIFs) to evaluate whether the data in the study have CMV problems or not (Kock, 2015).

**Table 1.** VIFs full collinearity test results

DS	OCB	KK
1.436	1.298	1.485

The results table 1 show that each variable has a full collinearity VIF value lower than 3.3. Thus, the data in this study does not have the potential to generate common method variance (CMV) (Kock, 2015).

Table 1 shows the test of the fit and quality indices model in the PLS analysis in this study including the average R-square (ARS), average path coefficient (APC), and average variance inflation factor (AVIF). The test results show that the model fits the data ARS = 0.330, (P<0.001); APC = 0.412, P<0.001); AVIF = 1,296,. A VIF value lower than 3.3 indicates that the model is free from multicollinearity problems (Hair et al., 2014).

**Table 2.** The results of the fit and quality indices model testing

Criteria for Quality indicators	Nilai	Rule of thumb
Average path coefficient (APC)	=0.412,	P<0.001
Average R-squared (ARS)	=0.330	P=0.001
Average block VIF (AVIF)	=1.296,	acceptable if <= 5, ideally <= 3.3

Tenenhous GoF (GoF)	=0.454	≥ 0,10 (small effect size), ≥ 0,25 (medium effect size), and ≥ 0,36 (large effect size)
Coefficient Q-squared (Q2):		
OCB	0.233	> 0 (predictive model is acceptable)
Job Satisfaction	0.43	

\*\*\* significant at the 0.001 level

The test results also calculate the Goodness of Fit (GoF) index. The GoF index aims to evaluate the suitability of the outer and inner models in PLS (Tenenhaus et al., 2005). The limit values for GoF are 0.1 (small), 0.25 (medium), and 0.36 (large) (Wetzels et al., 2009). The GoF value in this study is 0.454, which is in the large category of the threshold value of 0.52. These results indicate that the model in this study has good job satisfaction (Wetzels et al., 2009). In addition, the Q2 coefficient in table 4.9 shows a value greater than zero, which explains that the model has an acceptable predictive value (O'Cass & Weerawardena, 2010).

In the SEM-PLS analysis, the measurement model testing aims to evaluate the validation of the measurement scale of each variable (Hair et al., 2014). Evaluation of the measurement model is carried out in three stages:

**Table 3.** Evaluation of reflective measurement model

Variable	Item	Loadings	AVE	CR	A
DS1	DS	0.813	0.757	0.926	0.892
DS2		0.83			
DS3		0.915			
DS4		0.917			
OCB4	OCB	0.816	0.505	0.856	0.797
OCB5		0.565			
OCB6		0.694			
OCB7		0.819			
OCB8		0.672			
OCB9	0.652				
KK1	KK	0.743	0.616	0.864	0.786
KK2		0.885			
KK3		0.846			
KK4		0.643			

Note: CR = CoMPosite reliability,  $\alpha$  = Cronbarch alpha, AVE = average variances extracted,

\*\*\* significant at the 0.001 level

The first stage is to test or evaluate the internal consistency of the reliability of each variable. A variable measurement scale is said to be reliable if it has a composite reliability (CR) value and a Cronbach alpha ( $\alpha$ ) value above 0.7. The results in the table can be seen that all CR and values in each variable are above 0.7. It can be explained that the variable measurement scale in this study has a good consistency of reliability.

**Table 4.** Loadings and Crossloading Results

	DS	OCB	KK
DS1	0.813	0.25	-0.351
DS2	0.83	-0.011	0.212
DS3	0.915	-0.167	0.115
DS4	0.917	-0.045	0.004
OCB4	-0.082	0.816	-0.142
OCB5	-0.02	0.565	-0.101
OCB6	-0.057	0.694	-0.079
OCB7	-0.107	0.819	0.055
OCB8	0.02	0.672	0.016
OCB9	0.295	0.652	0.264
KK1	-0.364	0.192	0.743
KK2	0.142	-0.148	0.885
KK3	0.047	-0.226	0.846
KK4	0.164	0.279	0.643

Next, the second stage is testing the validity of each variable. The variable validity test consists of two tests: (1) convergent validity test; (2) discriminant validity test. In the convergent validity test, each question item is said to be valid if it has a loading value above equal to 0.50 (Chin, 2010). In table 4.11 it can be seen that all the question items in this study have a loading value above 0.50

In addition, the convergent validity test can also be seen from the average variances extracted (AVE) value. A variable is said to be convergently valid if it has an AVE value above equal to 0.50 (Chin, 2010). In table 4.10 it can be seen that the AVE value of each variable is above 0.50. Based on the two results (loads and AVE values), it can be concluded that the question items on the variable measurement scale in this study are convergently valid.

**Table 5.** Test results "Fornell-Larcker Criterion"

	DS	OCB	KK
DS	0.87	0.4	0.515
OCB	0.4	0.709	0.433
KK	0.515	0.433	0.785

In the next test, namely the discriminant validity test, the question items in a measurement scale are said to be discriminantly valid if the variable measuring items have a strong correlation to the variable being measured and have a weak correlation or even tend not to have a significant correlation with other variables (Neuman, 2003). 2014). In table 4.12 it can be seen that all items measuring research variables have a higher correlation than their

variables compared to other variables. In addition, discriminant validity testing can be done using the "Fornell-Larcker Criterion" (Fornell & Larcker, 1981).

The variable measurement scale is said to be discriminantly valid if the square root value of AVE is higher than the correlation between variables. Table 4.12 shows that the value of the square root of the AVE on the Social Support variable is 0.87 which is higher than the correlation between the variables of Social Support and OCB (0.4) and Job Satisfaction (0.515), the value of the square root of the AVE on the Job Satisfaction variable is 0.785. Furthermore, the value of the square root of AVE on the OCB variable (0.709) is higher than the correlation between the OCB variable and Job Satisfaction (0.433). These results (loading and cross-loading; Fornell-larcker criterion) indicate that the variable measurement scale in this study is discriminantly valid.

**Table 6.** Hypothesis test

Model 2: Full Direct Influence Model	
Social Support → OCB	0.479
Social Support → Job satisfaction	0.448
OCB → Job satisfaction	0.31
Indirect Influence	
Social Support → OCB → Job satisfaction	0.149
R-squared	
R2 (OCB)	0.23
R2 (Job satisfaction)	0.43
t.s. = not significant, *** significant at the 0.001 level.	

### **Structural model test results**

After evaluating the measurement model, this study then evaluates the structural model. As mentioned in the previous chapter, the evaluation of the structural model aims to test all the hypotheses that have been proposed. Next, Table 4.13, Figure 4.1. reveal the path coefficient values generated by the SEM-PLS analysis of the research model proposed in this study.

The first hypothesis (H1) predicts that social support positively affects the job satisfaction of puskesmas employees in Rokan Hulu Regency. The results in table 4.13 The table shows that without a direct mediating variable, social support positively affects job satisfaction, so that Hypothesis 1 is accepted, ( $\beta = 0.448, p < 0.001$ )

The second hypothesis (H2) predicts that social support positively affects the OCB of puskesmas employees in Rokan Hulu Regency. The results in Table 4.13 and Figure 4.1 show that this hypothesis is statistically supported ( $\beta = 0.479$ ,  $p < 0.001$ ). The table shows that the social support variable positively affects OCB. H2 Accepted.

The third hypothesis (H3) predicts that OCB has a positive effect on job satisfaction of puskesmas employees in Rokan Hulu Regency. The results in table 4.13 and Figure 4.1 show that this hypothesis is statistically supported ( $\beta = 0.31$ ,  $p < 0.001$ ). The table shows that the OCB variable has a positive effect on job satisfaction, so H3 is accepted.

The third hypothesis (H4) predicts that OCB mediates the positive effect of social support on job satisfaction of puskesmas employees in Rokan Hulu Regency. The results in table 4.13 and Figure 4.1 show that this hypothesis is statistically supported ( $\beta = 0.149$ ,  $p < 0.001$ ). The table shows that the OCB variable mediates the positive effect of social support on employee job satisfaction. H4 Accepted

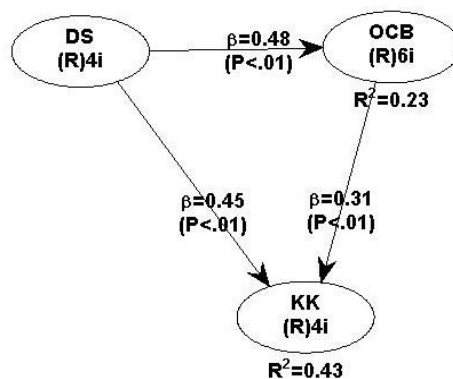


Figure 1. Indirect influence

## Discussions

### *Social Support and Job Satisfaction*

The findings in this study extend the existing evidence Harris et al. (2007); Harris et al (2017); Yang et al. (2017); Alejandro & Yolanda (2018); Primoradi et al. (2018) who have found that social support affects employee job satisfaction. This study found that social support directly affects job satisfaction (hypothesis 1). These findings indicate that social support is a form of employee human need that demands to be fulfilled in addition to providing material rewards when employees work. Social support is a manifestation of the need to relate to other individuals within employees. Interaction that is well established through the support received and given from fellow employees, superiors and family will foster a feeling of being valued and needed. The existence of social support will create a supportive atmosphere, positive communication, full of trust and respect for others. An atmosphere like this will provide a sense of security, openness and confidence in the individual both in the company and in himself. When employees perceive that the company not only treats them like production



tools, but really needs and treats them as human beings by providing the support employees need when working to achieve company goals, employees will feel confident and secure in the company so that employees feel satisfied. job and feel happy working in the organization.

### ***Dimensions of Organizational Citizenship Behavior (OCB)***

The findings in this study, empirically also strengthen the evidence that has been found in previous research Endah & Nur (2018); Sahra (2018); and Anwar (2021) who proves that OCB affects job satisfaction (Hypothesis 3) is accepted and OCB Mediates the relationship between social support and job satisfaction (Hypothesis 4) is accepted. Organizational Citizenship Behavior is behavior that arises from the employee's own initiative without considering formal rewards from the organization but overall can increase the effectiveness of the organization. Organizational Citizenship Behavior is behavior that likes to help, an employee where he tries to work beyond his obligations and duties, has tolerance when there are problems in the organization, likes to establish good relations with his friends and employee behavior where they feel they have a responsibility to their organization. By having high organizational citizenship behavior, it will have a positive effect on job satisfaction. In other words, the higher the level of Organizational Citizenship Behavior of a person in the organization, the higher the level of job satisfaction in the organization.

### **Conclusion**

Based on the results of the analysis and discussion, the authors conclude regarding OCB Mediation on the Effect of Social Support on Job Satisfaction of Tambusai and Kesaatan Hulu Public Health Center employees, Rokan Hulu Regency. Social support has a positive and significant effect on job satisfaction. Social support has a positive and significant effect on Organizational citizenship behavior. Organizational citizenship behavior is positive and significant on job satisfaction. OCB is stated to mediate the effect of social support on job satisfaction in a significant positive manner. Some recommendations that the author can convey as a contribution of thoughts for future improvements from the results of this research are: For employees of the Tambusai and Kecepatan Hulu Public Health Centers, Rokan Hulu Regency. Based on the results of research, social support and organizational citizenship behavior have an influence on job satisfaction, so that all elements of the Tambusai and Kecepatan Hulu Public Health Center employees, Rokan Hulu Regency, should increase the indicators of social support and OCB. For further researchers, in order to expand the population and research samples used. The population and sample are used to see the performance of an organization more objectively and thoroughly, so it is hoped that further research will choose a larger population in order to get better results. Identify other factors that influence job satisfaction of Tambusai and Kecepatan Public Health Center employees in Rokan Hulu Regency, such as compensation, work discipline, work motivation, organizational commitment and others.

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## Disclosure statement

No potential conflict of interest was reported by the authors.

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