

Perceived Social Support and Work Motivation: The Mediating Role of Happiness in the Workplace

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ABSTRACT

This study aims to explain the relationship between perceived social support and work motivation. In particular, this study uses the mechanism of happiness at work as a psychological mechanism that underlies the relationship between the two variables. By involving respondents who work as State Civil Apparatus (ASN) and Non-State Civil Apparatus in several local government institutions in one of the provinces in Indonesia and using SEM-PLS analysis, this study found that perceived social support had an effect on employee motivation. Furthermore, this study found that happiness at work mediates the relationship between perceived social support and employee motivation

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Introduction

In an agency, human resources, namely employees, have an important position in carrying out operations, namely services and achieving goals that have been set by the Government, are expected to provide the best service to the community; such as services that meet quality standards, time standards, are easily affordable and can be measured.

The government must be able to improve the performance of its employees, including the UPTD of the North Tambusai I Inpatient Health Center, Tambusai Utara District, Rokan Hulu Regency. The performance of government employees in providing the best service to the community is influenced by factors of social support felt by employees, employee work motivation so that employees feel happy at work.

According to Diener, E. and Diener, C. (1996) that happiness at work is a feeling of enthusiasm for work, enthusiasm for work, good relations with coworkers, interdependence with others at work, good work, getting along with others, willing to replaces his friend's work schedule when needed, works on several side jobs that aim to improve his workplace, products, and services to work.

Furthermore, according to Rook (Kumalasari & Ahyani, 2012) that social support is a function of social ties, and social ties describe the general level of quality of interpersonal relationships. Bonding and friendship with other people are considered as aspects that provide emotional satisfaction in an individual's life.

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Work motivation is needed by employees in working, so they can carry out their work well. Leaders must be able to provide work motivation to employees to carry out their work with responsibility so that community services run well.

According to Suharto and Cahyono (Reza 2010), the effect of work motivation on performance shows a positive and significant relationship. The performance of government employees can be seen through employee performance targets (SKP).

In previous studies, the variables of job satisfaction, organizational support and leadership style on work motivation and employee performance were research conducted by Triska Tika Sari (2017), the results partially showed that job satisfaction, organizational relationships and leadership style had an effect on work motivation and employee performance.

Meanwhile, in the research of Dhermawan, et al (2012), the results partially show that the job satisfaction variable has no effect on work motivation, resulting in a Research Gap or Research Gap between Triska Tika Sari's research (2017), and the research of Dhermawan, et al. (2012), on the satisfaction variable. work and work motivation.

Research that attempts to link perceived social support and work motivation to happiness at work has yet to be explored in Indonesia.

Based on the description above, this study tries to explain the perceived social support that can encourage work motivation which is much needed in the work environment and increase employee happiness in the workplace.

Theoretical support

Job-Demand Resource Theory

In this study, the assumptions built are based on Job-Demand Resource Theory (Hobfoll, 2001, 2002); where job resources (physical, psychological, social, and organizational characteristics of a job) influence positive attitudes such as engagement and commitment to an organization.

In Job demands Resource Theory, there are factors related to one's job and can put pressure on if the speed of the task is felt to be excessive so that it can increase anxiety and stress (Robbins in Koesmono, 2007: 32).

So in this theory, the social support felt by employees and the work motivation received by employees greatly affect employee happiness at work in an agency.

Perceived Social Support

Social support is a potential phenomenon because it helps the relationship between individuals and their social environment. According to Pierce (in Mahmudi & Suroso, 2014) social support is a source of emotional, informational or assistance obtained from people in

the individual environment so that individuals are able to face the problems and crises that are being faced in life.

According to Gottlieb (1983, in Maslihah, 2011) that social support comes from two sources, namely first from professional relationships with people who are experts in their fields such as doctors, psychologists, lawyers or counselors and secondly from non-professional relationships such as close people and family.

Happiness at Work

Happiness at work is defined as a positive psychological state characterized by high levels of life satisfaction, positive affect, and low levels of negative affect (Carr, 2004 in Putri 2009).

According to Xanthopoulou et al., 2012 that happiness in the workplace creates empirical knowledge about the mechanisms and processes that drive well-being at work and focuses attention on positive phenomena such as engagement, well-being, job satisfaction, and positive affective experiences at work.

Feeling good employees are important in achieving organizational success as well as for the personal lives of organizational members (Fisher, 2010). Improving welfare is very useful for employees in an agency. Happiness at work is associated with better performance, higher creativity, and lower absenteeism (Lyubomirsky et al., 2005). According to Halbesleben (2010), the results of the meta-analysis revealed a positive effect of work engagement on health and performance).

There are various concepts related to happiness at work (HAW}) and need clarification. According to Warr and Inceoglu (2012) that there are very few conceptual-based empirical comparisons between the correlations of various forms of welfare, although some of them present different attributes, such as engagement and job satisfaction. According to Fisher (2010) that involvement, commitment, positive mood at work causes a narrow scope and cannot accurately capture broad-based positive attitudes and requires certain added value.

Work motivation

According to Sudarwan (2007), work motivation is an impulse that arises in the individual consciously doing the work at hand and awareness comes from internal factors and external factors.

Work motivation is measured through the following indicators: decent wages/salary, providing incentives, maintaining self-esteem, fulfilling spiritual needs, fulfilling participation needs, placing employees in appropriate places, creating a sense of security in the future, paying attention to the workplace environment, paying attention to opportunities for forward, creating healthy competition (according to Riduan, 2002:66).

Work motivation is important so that employees are enthusiastic and do not easily give up in difficult situations in carrying out their responsibilities and try to find a way out of difficult conditions in order to achieve the goals of the agency.

Research Framework

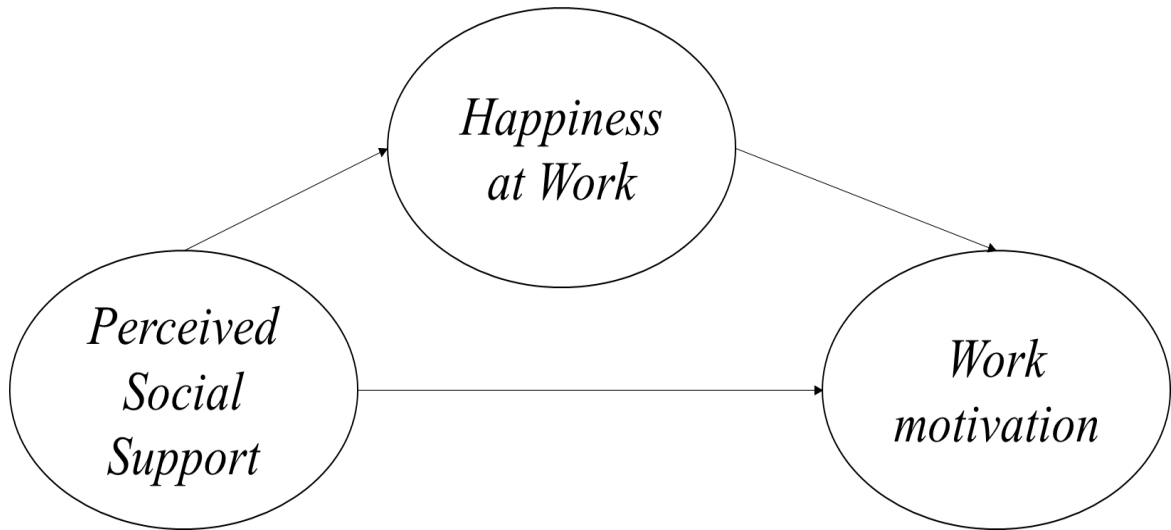


Figure 1. Research Framework.

Research method

Quantitative Method

This research is an explanatory research and uses quantitative techniques to test hypotheses empirically. Quantitative technique in organizational science research is a research method rooted in the positivist social science approach and emphasizes discovering causal law, careful empirical observations and value-free research (Neuman, 2014, p.97).

Based on the time dimension of data collection, this study used a cross-sectional technique, namely the data collected came from one time (single point in time) or a short period of time (Johnsons & Christensen, 2017).

Results

Analysis SEM-PLS

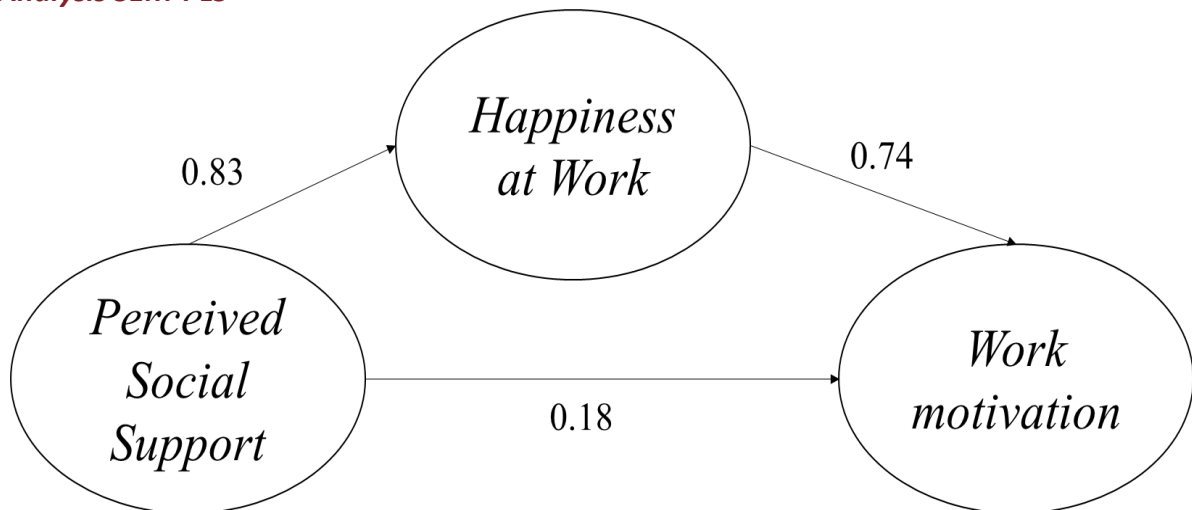


Figure 2. Path Chart.

Model Test Results

Table 1. Significance Test Results

Direct Influence		Path Coefficient
Perceived Social Support → Work Motivation		0,18
Perceived Social Support → Happiness at work		0,83
Happiness at work → Work Motivation		0,74
Indirect Influence		
Perceived Social Support → Happiness at Work → Work Motivation		0.62
R-Squared		
R ² (Happiness at Work)	0,69	
R ² (Work Motivation)	0,81	

Notes. Data Olahan, 2022

The first hypothesis (H1) predicts that perceived social support has a positive effect on work motivational behavior. The results showed that this hypothesis was statistically supported ($\beta = 0.18, p < 0.001$). The table shows that without the mediating variable directly perceived social support positively affects work motivation.

The second hypothesis (H2) predicts that perceived social support has a positive effect on happiness at work. The results showed that this hypothesis was statistically supported ($\beta = 0.83, p < 0.001$). The table shows that perceived social support variables positively lead to happiness at work.

The third hypothesis (H3) predicts that happiness at work has a positive effect on work motivation. The results showed that this hypothesis was statistically supported ($\beta = 0.74, p < 0.001$). The table shows that the variable of happiness at work positively affects the variable of work motivation.

Furthermore, the fourth hypothesis (H4) predicts that happiness at work mediates the effect on work motivation. The results showed that this hypothesis was statistically supported ($\beta = 0.62, p < 0.001$). The table shows that the variable of happiness at work significantly mediates the effect of perceived social support on work motivation. authentic leadership to the silence behavior of subordinates. The table also states that when the mediating variable (happiness at work) is included in the model, the value of the effect of authentic leadership on subordinates' silence behavior decreases to 0.18 and is not significant. These results suggest that the variables of happiness at work in this study fully mediate the effect of perceived social support and work motivation.

Discussions

Perceived social support is a potentially interesting phenomenon because it can help in understanding the relationship between individuals and their social environment. According to Pierce (in Mahmudi & Suroso, 2014), social support is a source of emotional, informational or assistance obtained from people in the individual environment so that individuals are able to face the problems and crises that are being faced in life. Based on job-demand resource theory, this study aims to explain why and how perceived social support can affect employee involvement in work motivation. In particular, the findings in this study indicate that perceived social support indirectly has an important role in influencing employees to engage in work motivation.

Furthermore, happiness at work serves as a mediating mechanism that explains the effect of perceived social support on employees' work motivation. The findings of this study make a

valuable contribution in broadening the understanding of the underlying mechanisms between perceived social support and employee motivation. Then will be discussed about the theoretical and practical contributions of this research.

Perceived Social Support and Work Motivation

The findings in this study explain that perceived social support affects employee work motivation. This study states that perceived social support directly has a positive effect on work motivation (hypothesis 1). These finding states that high perceived social support by employees affects employee work motivation so that employee performance will be higher. On the other hand, the perceived low social support by employees affects employee work motivation so that employee performance will be lower.

According to Sarafino (2008) there are several impacts of social support, namely: a). increase the productivity of individual work; where workers who have high availability of social support have lower blood pressure than those who have little availability of support. b). manage stress (pressure) and improve and maintain physical health and individuals who have high social support, have a low mortality tendency, in contrast to individuals who have low social support who have a high mortality tendency. c). reduce stress and increase individual self-esteem, social can reduce stress. So that the social support felt by employees at work affects the performance of these employees.

Mechanisms of happiness at work

Based on job-demand resource theory (Hobfoll, 2001, 2002), this study states that perceived social support has a positive effect on happiness at work (hypothesis 2), happiness at work has a positive effect on work motivation (hypothesis 3), happiness at work work mediates the relationship between perceived social support and work motivation (hypothesis 4). These findings provide a solid understanding of the mechanisms underlying the process between perceived social support and work motivation. This finding explains that the social support felt by employees leads to happiness in the workplace. In addition, the mechanism of happiness in the workplace gives us a good understanding of why and how perceived social support can affect employee motivation.

Then, the findings of this study also provide an understanding of the role of perceived social support in shaping employee happiness at work as previously found by previous researchers (Salas-Vallina & Alegre, 2018). Based on job-demand resource theory, the findings of this study state that job resources such as social characteristics which in this case are represented in perceived social support can stimulate positive attitudes of employees such as their happiness at work. When employees have happiness at work, it can be seen from feelings of positive passion and high enthusiasm, satisfied objective evaluations of job characteristics, and high affective feelings about the organization tend to affect work motivation.

The findings of this study reveal that happiness at work mediates the relationship between perceived social support and employee motivation. Psychological characteristics such as

happiness at work can encourage positive and constructive behavior and create environmental conditions and take into account other factors that can build happiness in the workplace. The results of this study have limitations that can be a guide and advice for researchers in conducting research. First, this study only takes a sample of employees working in government institutions (non-profit organizations) in one of the provinces in Indonesia. Thus, the results of the study may be limited to generalizations of context, organizational and cultural characteristics. In future research, it is suggested that factors such as organizational and cultural characteristics can be considered as control variables in the study.

Second, the nature of this study is “cross-sectional” which cannot provide a strong picture in justifying the results of a “causal-effect relationship.” Therefore, future research is expected to use longitudinal data or utilize experimental study designs in order to prove the theoretical model in this study.

Third, this study uses the technique of "self-report measurement" where variable data are collected from the same source at the same time, namely employees who measure all variables at one time. Statistically, the research data is free from CMV (Podsakoff et al., 2003), for further research it is hoped to use different sources and times so that the data is more free from CMV problems.

Fourth, this study uses perceived social support through the mechanism of happiness at work in influencing work motivation. Thus, future research is expected to consider perceived social support in influencing work motivation.

Conclusion

From the results that have been described previously, this research provides a valuable contribution to management studies, especially on the topics of perceived social support, organizational behavior, and human resource management. Based on job-demand resource theory, the findings of this study explain how and why psychological mechanisms of happiness at work mediate perceived social support and work motivation. The findings of this study provide input to the organization's management in providing work motivation to employees. The results also provide additional support for the importance of perceived social support in shaping positive attitudes and behaviors of employees. Finally, the current research is expected to be a catalyst in paying more attention to further studies from academics and practitioners in explaining the function of perceived social support and employee work motivation, so as to create happiness in the workplace.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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