



## **The role of job satisfaction and perceived organizational support in improving employee work ethic**

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**Received:** 27 July 2021

**Accepted:** 31 July 2021

**DOI:** <https://doi.org/10.32479/jebll.11357>

### **ABSTRACT**

This research aims to test and analyze empirically the influence of job satisfaction and perceived organizational support partially or simultaneously on employee work ethic. The research method used quantitative methods while the data collection techniques were carried out through questionnaires, interviews and observations. The sampling technique used in this research was purposive sampling technique. Subjects in this study amounted to 75 employees at the Ministry of Industry the Republic of Indonesia. The data analysis technique used is multiple linear regression analysis processed using Statistical Package for the Social Sciences (SPSS) software. Based on the research results, the findings are as follows: (1) collectively or simultaneously job satisfaction and perceived organizational support has a positive and significant effect on work ethic, (2) partially job satisfaction has a positive and significant effect on work ethic; (3) partially perceived organizational support has a positive and significant effect on work ethic. Thus, work ethic can be increased by increasing job satisfaction and perceived organizational support.

**Keywords:** Jobs Satisfaction, Perceived of Organizational Support, Work Ethic

## **1. INTRODUCTION**

Human Resources as one of the important factors that determine the success or failure of a company or organization in achieving its goals. It takes employees who are not only brilliant in academic achievement, competent both hard skills and soft skills, qualified work experience, extensive networking but also a high work ethic. Work ethic is a view of the values of work behavior and has been internalized into employees so that it affects employee work behavior. Employees with a high work ethic will become a person who is diligent, tough, disciplined, honest, has high work motivation, is persistent, creative, has a strong feeling of attachment to work and the company.

The Covid-19 pandemic has brought many changes in all fields, from the economy to the daily behavior of individuals including

work behavior. Several agencies and companies have followed the government's recommendation to carry out PSBB, namely by implementing the WFH (Work From Home) or WFO (Work From Office) policy periodically as an anticipatory step to prevent the transmission of the Covid-19 virus. Of course this has an impact on employee performance. For some people working from home certainly provides its own advantages such as flexible time so that they can do work anytime, have more time to study, accompany children to study, develop hobbies or try to do business on the sidelines of spare time. However, for some people, WFH (Work From Home) has negative impacts such as: they tend to procrastinate, a lot of time is spent on useless things by accessing social media more for entertainment, so a lot of productive time is used for useless things. - drain. Duplication of homework and office work can cause its own problems, feeling burdened because of the difficulty of working

at one time so that it is not uncommon for one of them to be neglected. . Although communication with superiors and co-workers can be well established by using technology, it still creates its own problems such as difficulty coordinating with colleagues or superiors so that teamwork becomes less solid. For most employees, this condition can become a separate obstacle that reduces the performance of the employee concerned, even though this can be anticipated if the employee has a high work ethic.

With a high work ethic, employees can remain productive because they have a high commitment to work. A person's work ethic will be a source of motivation for his actions because it will become an attitude of life to value hard work and earnestly so that it can erode work attitudes that are careless, not oriented towards quality or proper quality. Given the importance of employee work ethic to support organizational performance, researchers are interested in conducting further research on job satisfaction, perceived organizational support and work ethic.

## 2. LITERATURE REVIEW

### A. Job Satisfaction

According to Kovach in (Tumanggor, 2018) job satisfaction is a pleasant state for a person, as a result of the conformity of self-values with work that has been applied well. A similar opinion was expressed by Gitosudarmo in (Anwar, et al, 2019) which defines job satisfaction as a positive emotional statement, which comes from an estimate of one's work and work experience. Job satisfaction is a pleasant or unpleasant emotional state of employees in viewing their work. Meanwhile, according to Robbins and Judge in (Bahri, 2018) job satisfaction as a positive feeling about one's work which is the result of a characteristic. A person can be said to have a high level of satisfaction if they have positive feelings about the job, while dissatisfied people have negative feelings about the job, while dissatisfied people have negative feelings about the job.

Factors that affect job satisfaction according to Mangkunegara in (Tumanggor, 2018), namely: 1) employee factors, consisting of intelligence, skills possessed, age, gender, physical condition, education, work experience gained, length of work, personality , emotional state and way of thinking in the face of tasks. (2) job factors, consisting of the type of work, organizational structure, rank and class in the organization, opportunities for promotion, as well as opportunities for social interaction and work relations.

The dimensions of job satisfaction according to Luthans in (Parnawi, 2020) consist of: (1) the work itself, namely the extent to which the job provides individuals with interesting tasks, opportunities to learn and opportunities to accept responsibility; (2) salary, amount of financial remuneration received and the extent to which this is deemed appropriate by the employee; (3) promotion opportunities, possibilities for advancement within the organization; (4) supervision, the ability of supervisors to provide technical assistance and behavioral moral support,

and (5) co-workers, the degree to which fellow workers provide technical and social support.

### B. Organizational Support Perception

Perceived organizational support refers to how an employee perceives the extent to which their organization values their contribution to the workplace and cares about their well-being. The three main categories perceived by employees as having a relationship with the perception of organizational support according to Eisenberger in (Yusuf and Darman Syarif, 2018) are: (1) Justice; Procedural fairness concerns the means used to determine how to distribute resources among employees. (2) superior support; employees develop a general view of the extent to which superiors value their contributions and care about their well-being. The forms of organizational rewards and working conditions are: Salary, recognition, and promotion, job security, independence. (3) Organizational rewards and sensitive job.

This organizational support is basically something that every employee expects. If employees feel that there is support from the organization and that support is in accordance with the norms, desires and expectations, employees will naturally have a commitment to fulfill their obligations to the organization. Employees will certainly never leave the organization, because employees who already have a strong sense or emotional bond with the organization where they work. Rhoades, et al in (Rosyiana, 2019)

### C. Work ethic

Ethos comes from the Greek ethos, namely character, way of life, habits of a person, motivation or moral goals of a person and their world view, namely the most comprehensive picture, way of acting or idea about order. Work ethic can be defined as the positive energy created by someone who ultimately creates a new spirit in his work. Work ethic is interpreted as an assessment of work performance, perseverance in work, discipline and working environment conditions as well as the results achieved. (Ismainar, 2018).

A similar statement was made by Sinamo in (Dadang, 2020), which defines work ethic as a set of positive work behaviors rooted in strong awareness, fundamental beliefs, accompanied by a total commitment to an integral work paradigm. Work ethic is a work spirit that characterizes a person or group of people who work, which is based on a trusted work ethic and perspective, and is realized through determination and concrete behavior in the world of work. (Ginting, 2016).

several important things such as: (1) Orientation to the future, that is, everything is well planned, good timing, conditions for the future to be better than yesterday. (2) Appreciating time with time discipline is very important for work efficiency and effectiveness. (3) Responsibility, namely giving the assumption that the work done is something that must be done with diligence and sincerity. (4) Thrifty and simple, which is something different from extravagant living, so how the expenditure is useful for the future. (5) Healthy competition, namely by pushing yourself so that the work you do is not easily discouraged and increases your creativity.

### 3. METHODOLOGY

This study aims to determine whether there is an influence between research variables and to test the hypotheses that have been formulated to predict and determine the direction and magnitude of the influence of the variables. This study uses a causal quantitative approach, the type of causal research is felt to be in accordance with the core of this study which wants to find the effect of job satisfaction (X1) and perceived organizational support (X2) on the dependent variable, namely work ethic (Y). Through statistical data processing, it is expected to know the extent of the influence between the three variables studied.

The sampling technique used is purposive sampling. Respondents in this study were Civil Servants (PNS) at the Ministry of Industry of the Republic of Indonesia, totaling 75 people. The characteristics of the respondents in this study are: (1) active status as Civil Servants (PNS) aged 20-55 years; (2) Minimum working period of 1 (one) year; (3) Willing to be a respondent. The research was conducted at the office of the Ministry of Industry of the Republic of Indonesia, Jakarta.

The measuring instrument used in this study consisted of 3 scales, namely the job satisfaction scale consisting of 10 items, the perceived organizational support scale consisting of 10 items and the work ethic scale consisting of 16 items. The job satisfaction scale in this study was compiled based on the aspects of job satisfaction proposed by Luthans in (Parnawi, 2020) consisting of: (1) the work itself, (2) salary, (3) promotion opportunities, (4) supervision, (5) co-workers. The higher the score obtained on the job satisfaction scale, the higher the job satisfaction felt by employees. Vice versa, the lower the score obtained on the job satisfaction scale, the lower the job satisfaction felt by employees.

The perceived scale of organizational support is measured using indicators adopted from Eisenberger in (Yusuf and Darman Syarif, 2018) namely: (1) Justice, (2) Support from superiors, (3) Organizational rewards and working conditions. The higher the score obtained in the perceived organizational support scale, the higher the perceived organizational support perceived by employees. Vice versa, the lower the score obtained in the perceived organizational support scale, the lower the perceived organizational support perceived by employees.

The work ethic scale is based on the development of aspects of the work ethic which is the development of Sinamo's opinion in (Dadang, 2020), namely: (1) Work is Grace; (2) Work is a Trust; (3) Work is a Call; (4) Work is Actualization; (5) Work is Worship; (6) Work is Art; (7) Work is an Honor; (8) Work is service. The higher the score obtained on the work ethic scale, the higher the work ethic possessed by employees. Vice versa, the lower the score obtained on the work ethic scale, the lower the work ethic possessed by employees.

All scales used in this study use a Likert scale model, which is a systematic way to provide an assessment of the index to measure attitudes, opinions and perceptions of a person or group of people about social phenomena. Each scale has 4 alternative answers that have been provided, namely Strongly Agree (SS), Agree (S), Disagree (TS) and Strongly Disagree (STS). Subjects are asked

to choose the statements that suit themselves by choosing one of the four available alternatives. The researcher does not provide an alternative choice of hesitation or neutral because often respondents choose the tendency to answer in the middle so that there is a lot of data and information that cannot be revealed by the researcher. The score for each item on the scale moves from 1 to 4 on favorable items and moves from 4 to 1 on unfavorable items. The data analysis technique used in this study is multiple linear regression analysis.

### 4. RESULT AND DISCUSSION

The study was preceded by testing the instrument to determine the validity and reliability. The results of these tests will be discussed as follows.

#### A. Validity Test

The questionnaire validity test was used to determine the extent of the accuracy of the research instrument (questionnaire) in carrying out its measuring function. The item or indicator forming the questionnaire has a calculated correlation coefficient (rcount) which is greater than the value of r table at a certain degree of freedom.

Table 1. Job Satisfaction Variable Validity Test

No Item	Corrected Item-Total Correlation	Keterangan
Item 1	,392	Valid
Item 2	,457	Valid
Item 3	,485	Valid
Item 4	,366	Valid
Item 5	,314	Valid
Item 6	,443	Valid
Item 7	,434	Valid
Item 8	,451	Valid
Item 9	,462	Valid
Item 10	,353	Valid

The analysis of the validity of the job satisfaction variable scale shows that of the 10 (ten) items used in this study, data were obtained that all items were declared valid. The analysis of the validity of the job satisfaction scale shows that the valid items have different power that moves from 0.314 to 0.485.

**Table 2. Validity Test of Organizational Support Perception Variables**

No Item	Corrected Item-Total Correlation	Keterangan
Item 1	,367	Valid
Item 2	,459	Valid
Item 3	,568	Valid
Item 4	,517	Valid
Item 5	,544	Valid
Item 6	,381	Valid
Item 7	,479	Valid
Item 8	,482	Valid
Item 9	,539	Valid
Item 10	,395	Valid
Item 11	,461	Valid
Item 12	,424	Valid

Analysis of the validity of the perceived organizational support variable scale shows that of the 12 (twelve) items used in the study, all items were valid. Valid items have a discrepancy that moves from 0.367-0.568

**Table 3. Test the Validity of Work Ethic Variables**

No Item	Corrected Item-Total Correlation	Keterangan
Item 1	,392	Valid
Item 2	,467	Valid
Item 3	,479	Valid
Item 4	,366	Valid
Item 5	,337	Valid
Item 6	,443	Valid
Item 7	,434	Valid
Item 8	,451	Valid
Item 9	,462	Valid
Item 10	,353	Valid
Item 11	,436	Valid
Item 12	,416	Valid
Item 13	,361	Valid
Item 14	,407	Valid
Item 15	,388	Valid
Item 16	,365	Valid

Analysis of the validity of the work ethic scale showed that of the 16 (sixteen) items used in this study, all items were valid. Valid items have a discrepancy that goes from 0.337 – 0.479.

**B. Reliability Test**

Reliability test is used to test the level of reliability of the research instrument. A reliable questionnaire, if the data is truly in accordance with reality, no matter how many times it is taken, it will still give the same or consistent results. (Setiawan, 2015).

**Table 4. Reliability Test**

Variable	Cronbach's Alpha
Job Satisfaction	0.847
POS	0.819
Work Ethic	0.904

**C. Respondents Overview**

To determine the magnitude of the effect of job satisfaction and perceived organizational support on the work ethic of employees, a research was conducted by distributing questionnaires or questionnaires to 75 respondents. After verification, of the 75 collected questionnaires, it turned out that all of the question items were filled out completely. Thus, the questionnaire, which totaled 75 copies, could all be processed. The following is an explanation of the characteristics of the respondents in this study.

**Table 5. Profile of Respondents by Gender**

Gender	Total	(%)
Men	31	41
Woman	44	59
Total	75	100

Based on the output, it can be seen that most of the respondents in this study are female.

**Table 6. Profile of Respondents by Age**

Age	Total	(%)
20-30	21	28
31-40	33	44
41-50	17	23
< 60	4	5
Total	75	100

From the information above, it is known that most of the respondents are of productive age.

**Table 7. Profile of Respondents Education Level**

Education	Total	(%)
D-III	11	15
S-1	55	73
S-2	9	12
Total	75	100

In the distribution of the data, respondents with the most number of undergraduate education categories

**Table 8. Profile of Respondents Based on Years of Service**

Length of Working	Total	(%)
0 - 10	8	11
11 - 20	43	57
21 - 30	24	32
Total	75	100

Demographic distribution of respondents based on years of service, it can be concluded that senior employees are dominant in this study

**C. Classic Assumption**

Normality testing aims to test whether in the regression model, the independent variable and the dependent variable both have a normal distribution or not. A good regression model is data that is normally distributed or close to normal. (Sujarweni)

**Table 9. Normality Test**

	Unstandardized Residual
N	75
Most Extreme Absolute	.059
Kolmogorov Smirnov Z	.882
Asymp Sig 2 tailed	.418

Normality test using Kolmogorov Smirnov test. Based on the output, the significance value is 0.418, so it can be concluded that the residuals are normally distributed so that the resulting regression model can be used for decision making.

**D. Coefficient of Determination (R2)**

The coefficient of determination (R2) aims to determine how much (percentage) the independent variable has an effect on the dependent variable. The value of the coefficient of determination is between zero and 1. If the value of the coefficient of determination (Adjusted R Square) is greater than 0.05 or close to 1, it can be concluded that the independent variable provides almost all the information needed to predict the dependent variable.

**Table 10. Model Summary**

Model	R	R Square	Adjusted R Square	Std Error
	.784	.615	.593	2.862

Based on the analysis of the effect of job satisfaction and perceived organizational support on work ethic, an R value of 0.784 was obtained, so it can be concluded that there is a close relationship between job satisfaction and perceived organizational support for employee work ethic. While the coefficient of determination obtained is 0.615, meaning that the contribution of job satisfaction and perceived organizational support is 61.5%, while the remaining 38.5% is influenced by other variables not included in this study.

**E. Simultaneous Significance Test (F Statistics Test)**

Simultaneous hypothesis testing (F test) was used to determine the significant effect of the independent variables simultaneously (simultaneously) on the dependent variable.

**Table 11. Statistic Test**

Uji Statistik	Output	Sig
Uji F	113.127	.000
Uji t (X <sub>1</sub> )	2.136	.000
(X <sub>2</sub> )	3.458	.000

Based on the output, it is obtained that the calculated F value is 113,127, with a significance value of <5% so that it can be concluded that job satisfaction and perceived support simultaneously affect the work ethic of employees. This indicates that job satisfaction and perceived organizational support are appropriate for predicting employee work ethic so that research hypotheses can be tested.

**F. Partial Hypothesis Test**

The purpose of the t test is to find out whether partially the independent variable has a significant effect on the dependent variable. This test was conducted to further examine which variables have a significant effect on work ethic.

1) Hypothesis 1: The Effect of Job Satisfaction on Employee Work Ethic.

The results of hypothesis testing 1 obtained that the t value of the job satisfaction variable was 2,136 with a significance value of <5%. So it can be concluded that job satisfaction has a positive and significant effect on the work ethic of employees. Thus H0 is rejected and the alternative hypothesis H1 "Job Satisfaction has a positive and significant influence on work ethic" is accepted. The better the job satisfaction experienced by employees, the higher the employee's work ethic. employee job satisfaction.

The results of this study are in line with research conducted by (Prasetyanto, 2014) that job satisfaction has a significant effect on the work ethic of civil servant teachers in the Special Region of Yogyakarta.

## 2) Hypothesis 2: The Influence of Perceived Organizational Support on Employees' Work Ethic

The results of hypothesis testing 2 obtained the t value of the Perceived Organizational Support variable of 3,458 with a significance value of < 5% so that it can be concluded that the perception of organizational support has a positive and significant effect on work ethic. Thus H0 is rejected and the alternative hypothesis H2 "Perception of Organizational Support has a positive and significant influence on work ethic" is accepted. The better the perception of organizational support, the higher the employee's work ethic.

## G. Multiple Linear Regression Analysis

The linear equation between job satisfaction and perceived organizational support for employee work ethic can be formulated as follows

$$Y^{\wedge} = 4.593 + 0.356 X1 + 0.328 X2$$

The constant ( $\alpha$ ) of 4,593 has a positive value, which means that if job satisfaction and perceived organizational support are considered constant or fixed, then the average value of the employee's work ethic is 4,593. This shows that the work ethic is classified as high because the value ( $\alpha$ ) exceeds 1, for that all independent variables that affect the work ethic in this study should be maintained or even increased. Strategies that can be done to improve work ethic are to create good human relations between superiors and subordinates, motivate employees to have high initiative and give appreciation and respect as a form of gratitude or pride for the role or performance of employees.

The regression coefficient of job satisfaction (b1) is positive 0.356 indicating a positive relationship between job satisfaction and employee work ethic. This means that for every one unit increase in the value of the job satisfaction variable, the employee's work ethic can increase by 0.356 or 35% with the assumption that the other independent variable is the perception of organizational support that has a fixed value. These results indicate that the higher the job satisfaction felt by employees, it will be followed by an increase in the employee's work ethic. On the other hand, the lower the job satisfaction, the lower the employee's work ethic. Job satisfaction is one of the factors that affect the work ethic of employees. Agencies need to know employee job satisfaction by showing concern for changes in employee behavior, attitudes and work quality. The strategy that can be done is to provide opportunities for employees to develop their potential by involving employees in training or training, fair and transparent promotions, autonomy in decision making, involving employees in office events such as meetings to formulate policies or organizational strategic plans, events gathering held as a forum to strengthen relations between employees so as to create cohesiveness. Agencies should show a caring attitude towards employees, both physical and non-physical.

Physical care, for example, is the provision of supporting facilities or infrastructure such as a well-organized work environment, the availability of rooms for sports or art tools to assist employees in channeling their hobbies or creativity. Meanwhile, non-physical aspects such as the attitude of superiors towards subordinates are intimately entwined so that a strong and beneficial bond arises between the two parties. With job satisfaction fulfilled, it will produce a high work ethic for employees.

The regression coefficient of the perceived organizational support variable is positive 0.328 indicating a positive relationship between perceived organizational support and work ethic. This means that for every one unit increase in the value of the perceived organizational support variable, the work ethic will increase by 0.328 or 33% with the assumption that the other independent variable is job satisfaction. permanent. Increasing the perception of organizational support, among others, by increasing the welfare of each employee in accordance with their contribution to the agency. Agencies are expected to provide support to employees in their work, creativity, in the process of solving work problems or obstacles in the office that can interfere with work activities. Perceptions of organizational support can be realized in the form of fulfilling socio-emotional needs (self-confidence, recognition, achievement and appreciation). Relationships among co-workers that are harmonious, compact, and mutually supportive of each other. The application of open communication so that employees do not feel afraid or hesitate in providing suggestions, alternative solutions to problem solving, complaints or simply to share stories or ideas. When employees have a positive perception of organizational support, employees feel they have an obligation and responsibility to reciprocate by doing the best possible job, caring about the image of the organization, the welfare of the organization in order to achieve organizational goals.

## 5. CONCLUSION

Based on the results of the study, it can be concluded that job satisfaction and perceptions of organizational support in the Ministry of Industry of the Republic of Indonesia are classified as good, this is supported by research results which show that partially or simultaneously job satisfaction and perceptions of organizational support have a positive and significant effect on employee work ethic. The first suggestion is the need to conduct research in more diverse organizations, one form of research that needs to be done next is to make comparisons to government institutions, private sector, state-owned enterprises, or in non-profit organizations such as NGOs. Other variables that might be interesting to examine include: compensation, organizational climate, organizational culture, work motivation, leadership style, personality, psychological contract so that it can reveal many discourses with a wider perspective. Further researchers can also use different data analysis techniques and increase the number of samples used so that they can enrich the research results

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