

# The Role of Organizational Support Perceived as a Moderation of the Influence of Competencies and Work Ethic on Job Satisfaction

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## ABSTRACT

The aim of this research is to empirically determine the role of perceived organizational support as a moderator of the influence of competence and work ethic on job satisfaction among PT employees. Amarta Micro Fintek Malang Branch. This research is positivism research, with the type of research being explanatory research. The population in this study were all employees of PT. Amarta Mikro Fintek Malang Branch, totaling 53 people. The number of samples in this study was determined based on total sampling. The data analysis technique used in this research is Partial Least Square-Structural Equation Modeling (PLS-SEM) with the SmartPLS application. The research results show that competence can increase job satisfaction. Work ethic can increase job satisfaction. Perceived organizational support can increase job satisfaction. Competency is able to increase job satisfaction moderated by the perceived organizational support of employees. Work ethic is able to increase job satisfaction moderated by perceived organizational support

## 1. INTRODUCTION

Human resource management plays a crucial role in managing human resource elements so that they become effective workers according to their field. Human resources are an important element in an organization, and the success of a company depends on the contribution of all elements of human resources from the lowest level to the top. Employee job satisfaction is a key factor in ensuring optimal performance and achieving company goals.

The factor that influences the success of a company is employee performance, which is influenced by job satisfaction. Job satisfaction, in turn, is influenced by various factors such as competence and work ethic. Employee competency includes skills, abilities and behavior that are relevant to the tasks at hand, while work ethic reflects employee attitudes and behavior at work. These two variables have an important role in achieving company goals.

This research focuses on PT. Amartho Mikro Fintek Malang Branch as the object of study. This selection is based on certain considerations that make PT. Amartho Mikro Fintek Malang Branch a relevant choice for exploring the phenomenon of employee job satisfaction in the context of the financial technology (fintech) industry.

Although job satisfaction, competence, and work ethic have had a significant impact in the literature, there is a research gap that needs to be filled. This study will explore how competence and work ethic influence PT employee job satisfaction. Amartho Mikro Fintek Malang Branch, and whether organizational support moderates this relationship.

In summary, this research aims to fill the research gap by exploring the relationship between competence, work ethic and job satisfaction of PT employees. Amartho Mikro Fintek Malang Branch. The novelty of the research lies in the focus on the fintech industry and the use of organizational support as a moderator. It is hoped that the research results will provide new insights, provide practical benefits for companies, and assist in the development of human resource management strategies. Detailed objectives will be further explained in the research conclusion.

## **2. LITERATURE REVIEW**

### **Competence**

According to (Spencer, L.M., & Spencer, 1993) states that competence can be defined as a person's underlying characteristics related to the effectiveness of an individual's performance in his or her work, or an individual's basic characteristics that have a causal or causal relationship with the criteria that are used as a reference, effective or excellent or superior performance in the workplace or in certain situations.

### **Work Ethic**

According to (Sutrisno, 2016) Work ethic is norms that are binding and implicitly emphasized as well as practices that are accepted and recognized as normal habits to be maintained and established in the lives of the members of an organization.

### **Perceived Organizational Support**

According to (Eisenberger et al., 1986), perceived organizational support is an employee's belief in the organization where the employee works which can encourage employee perceptions regarding the extent to which the organization values employee contributions and cares about their welfare.

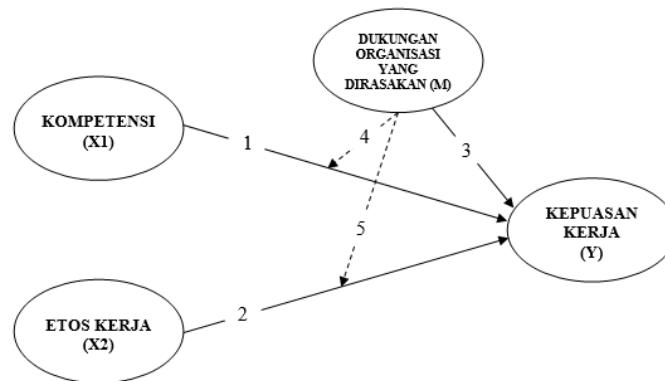
### **Job Satisfaction**

According to (Robbins, Stephen P. & Judge, 2013) Job satisfaction is a general attitude toward a person's job that shows the difference between the amount of reward workers receive and the amount they believe they should receive.

## **3. RESEARCH METHODS**

This research is positivism research, with the type of research being explanatory research. The population in this study were all employees of PT. Amartho Mikro Fintek Malang Branch, totaling 53 people. The number of samples in this study was determined based on total sampling. The data analysis technique used in this research is Partial Least

Square-Structural Equation Modeling (PLS-SEM) with the SmartPLS application. The conceptual model in this research is as follows:



**Source:** (Spencer & Spencer, 1993); (Sutrisno, 2016); (Eisenberger et al., 1986); (Robbins & Judge, 2013)

**Figure 1.** Conceptual model

### Hypothesis

- H1 : Effect of Competency on Job Satisfaction
- H2 : The influence of work ethic on job satisfaction
- H3 : The effect of perceived organizational support on job satisfaction
- H4 : The influence of competency on job satisfaction is moderated by perceived organizational support
- H5 : Influence Work Ethic on Job Satisfaction Moderated by Perceived Organizational Support

## 4. RESULTS AND DISCUSSION

### Results

Data regarding the characteristics of respondents in this study include: 1) based on gender; 2) by age; 3) based on length of service; and 4) based on education. The four characteristics of respondents are presented in the table below:

**Table 1.** Characteristics of Respondents Based on Gender

No.	Gender	Amount	Percentage (%)
1	Man	16	30.19%
2	Woman	37	69.81%
<b>Amount</b>		<b>53</b>	<b>100.00%</b>

Source: Processed data (2023)

Based on Table 1, it is known that the majority of respondents were female, namely 37 respondents and most were male, namely 16 respondents.

**Table 2.** Characteristics of Respondents Based on Age

No.	Age	Amount	Percentage (%)
1	< 30 years	27	50.94%
2	30 - < 35 years	19	35.85%
3	35 - < 40 years	5	9.43%
4	≥ 40 years	2	3.77%
<b>Amount</b>		<b>53</b>	<b>100.00%</b>

Source: Processed data (2023)

Based on Table 2, it is known that the majority of respondents were <30 years old with a total of 27 respondents. Then the next most respondents were aged 30 - < 35 years with a total of 19 respondents, those aged 35 - < 40 years with a total of 5 respondents, and those aged ≥ 40 years with a total of 2 respondents.

**Table 3.** Characteristics of Respondents Based on Education

No.	Education	Amount	Percentage (%)
1	High School/Equivalent	35	66.04%
2	Diploma	2	3.77%
3	Bachelor degree	16	30.19%
4	Postgraduate Masters	-	-
<b>Amount</b>		<b>53</b>	<b>100.00%</b>

Source: Processed data (2023)

Based on Table 3, it is known that the largest number of respondents were those with high school/equivalent education with a total of 35 respondents. Then the next largest number of respondents had a Bachelor's degree with a total of 16 respondents. Furthermore, the next largest number of respondents had a Diploma education with a total of 2 respondents. Meanwhile there are no employees PT. Amarnya Mikro Fintek Malang Branch with postgraduate education.

**Table 4.** Characteristics of Respondents Working Period

No.	Years of service	Amount	Percentage (%)
1	< 1 year	13	24.53%
2	1 - < 5 years	21	39.62%
3	5 - < 10 years	19	35.85%
4	≥ 10 years	-	-
<b>Amount</b>		<b>53</b>	<b>100.00%</b>

Source: Processed data (2023)

Based on Table 4, it is known that the largest number of respondents were those with a work period of 1 - < 5 years with a total of 21 respondents. Then the next largest number of respondents were those who had worked for 5 - < 10 years with a total of 19

respondents. Furthermore, those with a work period of <1 year were 13 respondents. Meanwhile there are no PT employees. Amarnya Mikro Fintek Malang Branch which has a service period of  $\geq 10$  years.

Cronbach's alpha is a collection of indicators that properly assess the composite reliability of a variable, based on an alpha coefficient value greater than 0.60. Composite reliability, as a group of indicators that measure certain variables, is considered good if the score exceeds 0.70 (Creswell, 2017). The average variance extracted reflects the extent to which the variance or variations of the observed variables can be attributed to the latent construct, with a value exceeding 0.50 (Creswell, 2017). The table below presents the results of Cronbach's alpha, Composite Reliability, and Average Variance Extract (AVE) tests.

**Table 5. Cronbach's Alpha and Composite Reliability**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability (rho_a)</b>
Competency (X1)	0.950	0.933
Work Ethic (X2)	0.959	0.976
Job Satisfaction (Y)	0.962	1,000
Perceived Organizational Support (M)	0.934	0.908

Source: Processed data (2023)

From Table 5 above, it can be seen that the Cronbach's alpha value, Competency (X1) is 0.950, Work Ethic (X2) is 0.959, Job Satisfaction (Y) is 0.962, and Perceived Organizational Support (M) is 0.934, all of which are greater than 0.70. Likewise, the value of Composite reliability, Competency (X1) is 0.933, Work Ethic (X2) is 0.976, Job Satisfaction (Y) is 1.000, and Perceived Organizational Support (M) is 0.908, all of which are greater than 0.60. So that can be said all indicators are able to measure the latent construct.

**Table 6. Average Variance Extracted (AVE)**

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>
Competency (X1)	0.684
Work Ethic (X2)	0.749
Job Satisfaction (Y)	0.738
Perceived Organizational Support (M)	0.626

Source: Processed data (2023)

Table 6 shows that the Average Variance Extracted (AVE) Competency (X1) value is 0.684, Work Ethic (X2) is 0.749, Job Satisfaction (Y) is 0.738, and Perceived Organizational Support (M) is 0.626, all of which are greater than 0.50. This means that the construct can explain 50% or more of the variance of the indicator.

The R-Square value is a goodness of fit model test. Changes in the R-Square value are used to explain the influence of certain exogenous latent variables on endogenous latent variables, whether they have a substantive influence. R-Square value 0.67; 0.33 and 0.19

for endogenous latent variables in the structural model indicate a strong, moderate, and weak model (Chin, 1998).

Based on the test results using the SmartPLS program, the following R-Square results were obtained:

**Table 7. R-Square**

Endogenous Latent Variables	R-Square
Job Satisfaction (Y)	0.714

Source: Processed data (2023)

Table 7 above shows that the R-Square value of the endogenous latent variable Job Satisfaction (Y) obtained is 0.714, which indicates a strong model, because the value is above 0.67 (Chin, 1998). The results of the PLS R-Square represent the amount of variance from the endogenous construct explained by the model.

The path coefficient is a standard regression coefficient that shows the direct influence of an independent variable on the dependent variable in a particular path model, while the specific indirect influence aims to analyze how strong the influence of a variable is on other variables, both exogenous and variable. endogenous. The results of the path coefficient test and the specific indirect effects can be seen in the table below, as follows:

**Table 8. Path Coefficient**

Variable	Original Sample (O)	T Statistics	P Values
Competency (X1)→Job Satisfaction (Y)	0.302	4,005	0,000
Work ethic(X2)→Job Satisfaction (Y)	0.158	3,583	0.002
Perceived Organizational Support (M) →Job Satisfaction (Y)	0.197	3,622	0,000
Perceived Organizational Support (M) x Competency (X1) -> Job Satisfaction (Y)	-0.247	3,769	0,000
Perceived Organizational Support (M) x Work Ethic (X2) -> Job Satisfaction (Y)	0.117	2,108	0.040

Source: Primary data processed (2023)

Based on the table of path coefficients and specific indirect effects, it shows that the Competency Variable on job satisfaction has a positive and significant effect, Furthermore, the Work Ethic Variable on Job Satisfaction has a positive and significant effect, the perceived Organizational Support variable on Job Satisfaction has a positive and significant effect, the Organizational Support Variable has a positive and significant effect. perceived ability to moderate Competence on job satisfaction has a positive and significant influence, and the Organizational Support variable which is perceived to be able to moderate Work Ethic on job satisfaction has a positive and significant influence.

## Discussion

### 1. The Influence of Competency on Job Satisfaction

Hypothesis test results show that competency has a significant effect on job satisfaction of PT employees. Amarta Micro Fintek Malang Branch. These results are in

accordance with the research results (Efendi & Yusuf, 2021), (Utami & Sukmawati, 2019), And ( Bagia & Cipta, 2019 ) which concludes that competence has a significant influence on job satisfaction. Judging from how large the effect size of the relationship between variables is, the effect of competence on job satisfaction is 0.318, which means it has a moderate effect because it is above the value of 0.15.

## **2. The Influence of Work Ethic on Job Satisfaction**

Hypothesis test results show that work ethic has a significant effect on job satisfaction of PT employees. Amarta Micro Fintek Malang Branch. These results are in accordance with the research results (Ahmed et al., 2021) And (Panigrahi & Al-Nashash, 2019) which shows that work ethic has a positive and significant effect on job satisfaction. Judging from the size of the effect of the relationship between variables, the effect of work ethic on job satisfaction is 0.209, which means it has a moderate effect because it is above the value of 0.15.

## **3. The Effect of Perceived Organizational Support on Job Satisfaction**

Hypothesis test results show that perceived organizational support has a significant effect on job satisfaction of PT employees. Amarta Micro Fintek Malang Branch. These results are in accordance with the research results (Purba et al., 2019) And (Abid et al., 2021) which states that perceived organizational support has a positive and significant effect on job satisfaction. Judging from the size of the effect of the relationship between variables, the effect of perceived organizational support on job satisfaction is 0.337, which means it has a moderate effect because it is above the value of 0.15.

## **4. The Role of Perceived Organizational Support in Moderating the Effect of Competency on Job Satisfaction**

Hypothesis test results show that competence influences job satisfaction, moderated by organizational support felt by PT employees. Amarta Micro Fintek Malang Branch. The perceived organizational support in this case has a "weakening" moderation characteristic because the value is negative which has an original sample value of -0.247. Judging from the size of the effect of the relationship between variables, the moderating effect of perceived organizational support on the influence of competence on job satisfaction is 0.320, which means it has a moderate effect because it is above the value of 0.15.

## **5. The Role of Perceived Organizational Support in Moderating the Effect of Work Ethic on Job Satisfaction**

Hypothesis test results show that work ethic influences job satisfaction, moderated by organizational support felt by PT employees. Amarta Micro Fintek Malang Branch. The perceived organizational support in this case has a "strengthening" moderation characteristic because the value is positive which has an original sample value of 0.117. Judging from the size of the effect of the relationship between variables, the moderating effect of perceived organizational support on the influence of work ethic on job satisfaction is 0.217, which means it has a moderate effect because it is above the value of 0.15.

## 5. CONCLUSION

Referring to the results of this research, the following conclusions can be drawn:

1. Competenceable to increase job satisfaction of PT employees. Amartha Micro Fintek Malang Branch.
2. Work ethicable to increase job satisfaction of PT employees. Amartha Micro Fintek Malang Branch.
3. Perceived organizational supportable to increase job satisfaction of PT employees. Amartha Micro Fintek Malang Branch.
4. Competence is able to increase job satisfaction moderated by the perceived organizational support felt by PT employees. Amartha Micro Fintek Malang Branch.
5. Work ethic is able to increase job satisfaction moderated by the perceived organizational support felt by PT employees. Amartha Micro Fintek Malang Branch.

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