

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL JUSTICE ON JOB SATISFACTION

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ABSTRACT

AIIESEC is a youth-led global organization that seeks to achieve peace and fulfill human potential by activating leadership qualities among youth. Job satisfaction is seen based on the Net Promoter Score (NPS). This research aims to determine the influence of perceptions of organizational support and organizational justice on job satisfaction at AIIESEC Bandung. This research uses a quantitative type of research with a saturated sampling technique. The data collection method was carried out by distributing questionnaires to 157 respondents. The research results were processed and analyzed using descriptive analysis with PLS-SEM analysis techniques. The research results show that organizational support has a significant effect on job satisfaction as well as organizational justice which has a significant effect on job satisfaction.

Keywords: *Organizational Support, Organizational Justice, Job Satisfaction, AIIESEC Bandung*

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INTRODUCTION

Organizational behavior in an organization is the main factor that must be considered, because behavior is an important element. Organizational behavior shows how knowledge about a person's attitudes and actions will ultimately be useful when that person works for an organization. Job satisfaction of employees is one of the drivers of their performance in contributing to the establishment of the organization's goals (Irfan et al., 2022). (Pasulu et al., 2023) say that job satisfaction is a general attitude which is the result of several specific attitudes towards work factors, individual characteristics, and group relationships outside the job itself. In other words, job satisfaction is the behavior of employees who are satisfied with what is provided by the organization where they work and is shown by the employee's positive attitude towards that organization (Rezeki, 2023). Job satisfaction is one of the psychological factors that shows how someone feels about their work; it is also an emotional state of being happy and loving their job (Mustaqim & Sary, 2023). Job satisfaction based on Locke theory (Sari, 2019) various components of occupational satisfaction, including job content, rewarding, job advancement, the environment at work, a coworker at work, and overseeing.

AIIESEC is an organization that has standards to provide satisfaction to its members. AIIESEC has own measurement using the Net Promoting Score (Dang, 2023). Satisfaction at AIIESEC in 1 period is measured 4 times or precisely per quarter with assessment measurements using a questionnaire in the form of an engagement survey. Measuring satisfaction at AIIESEC is very important because according to the Local Committee Vice President Talent Management AIIESEC Bandung, satisfaction is at the heart of AIIESEC Bandung, where job satisfaction of AIIESEC members will produce the best performance results.

The results of the researcher's interview with the local committee vice president of Talent Management AIIESEC Bandung regarding the decline in satisfaction data at AIIESEC Bandung. LCVP said there was a possibility of insufficient organizational support and also lacking organizational justice by showing the reasons for terminated members deciding to leave AIIESEC and leaving a small satisfaction point of 7 (little satisfied) because the support I received in the working place was negative. and also supported by 5 of them who left AIIESEC arguing that the interaction between them with AIIESEC members in the network was negative. The data shows a decrease in the value of the organization's net promoter score decreasing from

8.77 to 8.48. as well as an increase in the Perceived Organizational Support indicator, there is an increase in unfairness from 10% to 17%. and likewise with the organizational justice indicator an increase in unfairness from 16% to 25%. Measuring satisfaction at AIESEC is very important because according to the Local Committee Vice President Talent Management AIESEC Bandung, satisfaction is at the heart of AIESEC Bandung, where job satisfaction of AIESEC members will produce the best performance results. Therefore, this research is vital for development of science, particularly in the domain of Organizational Behavior and Talent Management of AIESEC Bandung. The findings of this research will serve as guidelines for future research. Organizational behavior can utilize these findings to improve AIESEC Bandung members satisfaction through perceived organizational support and organizational justice.

Organizational Behavior

Organizational behavior is an applied behavioral science that investigates the impact individuals, groups, and structure have on behavior within a certain organization (Banks et al., 2023). The behavior of all individuals basically has basic consistency. An "attitude" is seen significant in an organization since it shapes employee behavior. Organizational behavior demonstrates how knowledge of a person's attitudes and actions will eventually be useful when that person works for an organization. A person's course in life is determined by how they see themselves and their surroundings. Thus, the following are the objectives of organizational behavior science (Gani et.al, 2021). The role of organizational behavior is to examine and explain the different reasons behind the actions of individuals or groups within the organization, along with their connection to employee output and overall organizational effectiveness. Moreover, there are elements that affect an organization's personnel-related efficacy and efficiency, one of which is raising job satisfaction. Where Work satisfaction is a crucial metric that may be used to assess how well an organization's human resources are performing (Hanura et.al, 2020).

Perceived Organizational Support

Perceived organizational support is the belief that the company values their efforts and is concerned about their welfare (Sumardjo & Supriadi, 2023). Workplace equity, HR policies, employee traits, management communication, and leadership all have an impact on how well employees perceive their support from their organizations. Additionally, Rhoades and Eisenberger in Ridwan (2020) proposed that there are three standard organizational treatment types that are deemed positive and capable of enhancing employees' sense of organizational support: (a) Fairness: The component of justice in this case is procedural justice, which addresses the question of justice in relation to how the organization's diverse resources should be distributed. (b) Supervisor Support: Employees see supervisors' actions, whether they are agreeable or disagreeable to them, as an expression of organizational support since they are the organization's representatives and are in charge of monitoring and evaluating their subordinates' performance. (c) Job conditions and organizational rewards: Promotions, salaries, and other forms of compensation serve as a means of expressing to employees that their contributions are valued, which in turn helps them feel more supported by the business.

H1: There is a positive influence of Perceived Organizational Support variables on Job Satisfaction of AIESEC Bandung.

Organizational Justice

Organizational justice is defined as employees' perceptions of fairness in the workplace (Imamoglu et al., 2019). Organizational justice is a requirement for good performance evaluation to create a positive influence on job satisfaction, organizational commitment, job

transfer, conflict and so on. According to Fein et al. (2023) Organizational Justice in principle is balancing the rights and responsibilities of management and employees. Organizational justice has a strong influence on an organization. If an organization cannot treat its employees fairly, it can have a negative impact on the organization by reducing employee productivity at work, reducing the level of employee loyalty and creating an unhealthy work environment (Fein et al., 2023). According to Wirawan (Permaisuri & Sary, 2022) there are several aspects of organizational justice include: (a) Distributive Justice, (b) Procedural Justice, and (c) Interactional Justice.

H2: There is a positive influence of Organizational Justice variables on Job Satisfaction of AIESEC Bandung.

Job Satisfaction

Job satisfaction is one of the psychological factors that shows how someone feels about their work; it is also an emotional state of being happy and loving their job (Mustaqim & Sary, 2023). From an employee perspective, general job satisfaction is composed of satisfaction with their work, satisfaction with supervisor support, and satisfaction with promotion opportunities (Nemteanu *et al.*, 2021). According to research conducted by (WIBISONO, 2018) states that there are 5 (Five dimensions that can be used to measure job satisfaction, there are the salary, career, the work itself, superiors, and relationship between co-workers. Meanwhile Job satisfaction based on Locke theory (Sari, 2019) various components of occupational satisfaction, including: (a) Salary and Welfare, (b) Work itself, (c) Leader Behavior, (d) Personal Growth, (e) Interpersonal Relationship, and (f) Job Competence.

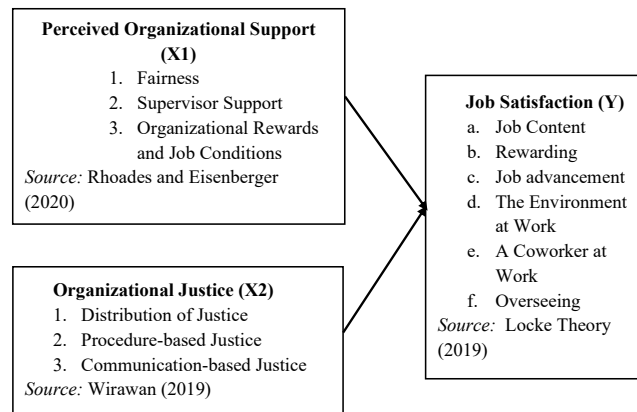


Figure 2. 1 Theoretical Framework
 Source: Data processed by Author (2023)

METHOD

The characteristics contained in the current research will be explained in table 3.1 below.

Table 3. 1 Research Characteristics

No	Research Characteristics	Type
1	Methods	Quantitative
2	Objectives	Descriptive
3	Type of Investigation	Causal
4	Researcher Involvement	Does not interfere with data
5	Implementation Time	Cross-Section

Source: By Author (2023)

The methodologies, objectives, type of investigation, researcher engagement, and implementation time are the categories into which the research characteristics are separated in this study. The main goal of a quantitative research design is to control the relationship that exists in a population between an independent variable and a dependent or consequence variable (Mehrad et al., 2019). When learning about variable relationships deductively, quantitative research is quite helpful. Research enables the development of statistical descriptions of phenomena, the testing of hypotheses on variable relationships, and the refutation or support of accepted theories. (Egede & Mahamed, 2023). The 47 questions in this quantitative study, which was done using a saturation sample technique, were broken down into three categories: perceived organizational support, perceived organizational justice, and job satisfaction. 157 respondents were given questionnaires as part of the data collection procedure. Using PLS-SEM analysis approaches in conjunction with descriptive analysis, the research outcomes were processed and examined.

RESULTS AND DISCUSSION

Descriptive Analysis

Table 4.1 Descriptive Analysis Result

Variable	Percentage
Perceived Organizational Support	77,79%
Organizational Justice	74,73%
Job Satisfaction	77,61%

Source: Data Processed, 2024

Variable X1, or perceived organizational support, received a satisfactory performance rating of 77,79% from respondents. The average percentage derived from the aggregation of respondent's responses for the Organizational Justice values variable was 74,73, suggesting a strong performance rating, after looking at the respondents' answer results on variable X2, or Organizational Justice values. Responses from respondents on the job satisfaction measure, or variable Y. A good performance rating was indicated by the average percentage of 77,61% obtained from the aggregate responses result for the Job Satisfaction category.

Evaluation of Structural Models (Inner Models)

The result for the R-square value is 0.25; 0.50; and 0.75 indicates that each of these models is “weak”, “medium”, and “strong”.

	R-Square	Conclusion
Job Satisfaction	0.454	Weak

Source: Data Processed, 2024

Based on the table 4.2. Showing the R-square value is done to find out how weak the model under study is, where the R-square value of this model is weak because 0.454 or 45.4% is included in the weak category.

Variable	Job Satisfaction
Perceived Organizational Support	0.563
Organizational Justice	0.057

Source: Data Processed, 2024

In table 4.3 it can be seen that the variable Job Satisfaction (Y) on Perceived Organizational Support (X1) has an F-square value of 0.563 or 56.3%, which means that it has a moderate impact from exogenous to endogenous variables. Meanwhile, the Job Satisfaction (Y) variable on the Organizational Justice (X2) variable has an F-square value of 0.057 or 5.6%, which means there is a weak impact from exogenous variables on endogenous variables.

The Measurement Model (Outer Model)

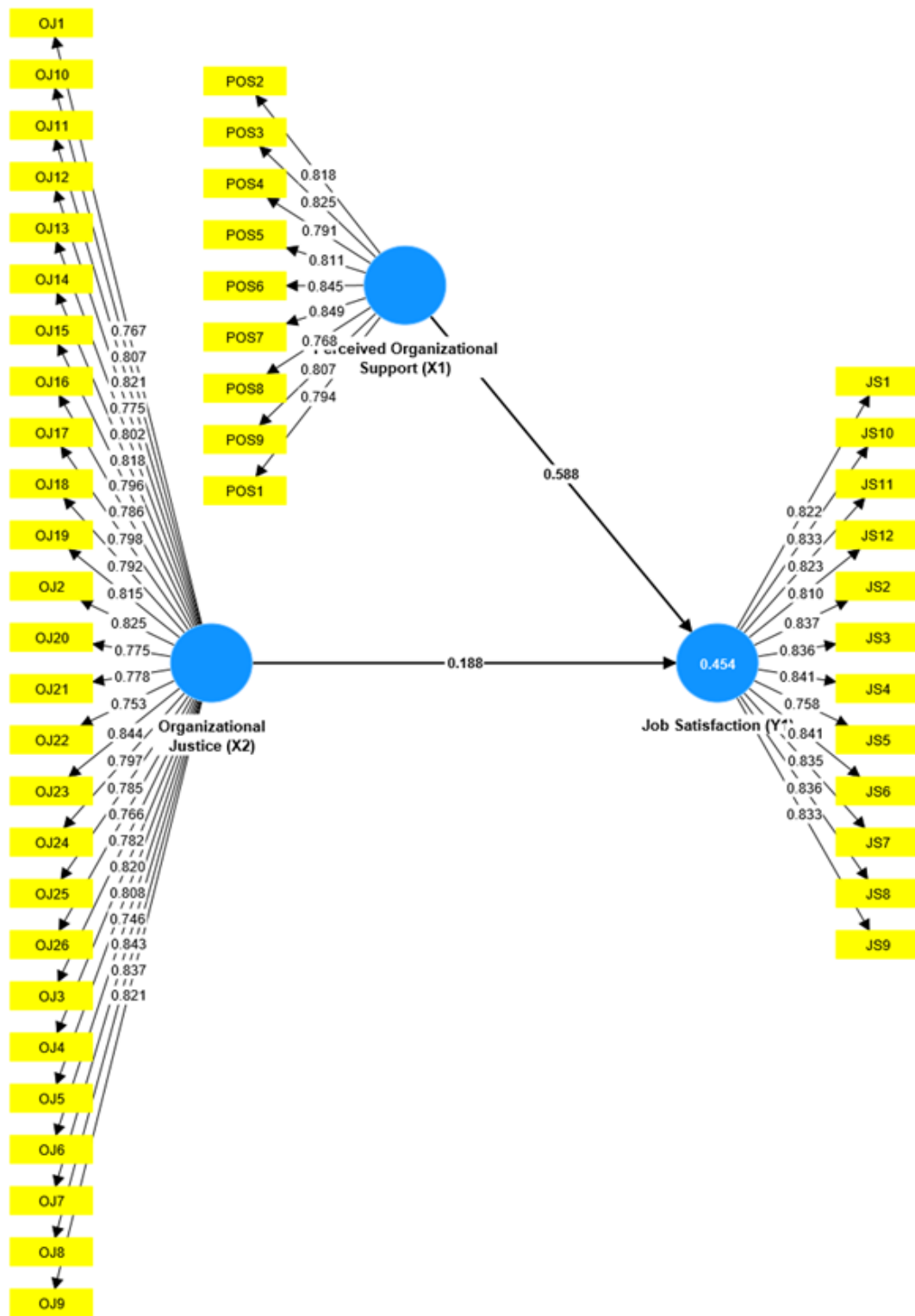


Figure 4.1 Outer Model
Source: Data Processed, 2024

Table 4.4 Loading Factor

Variable	Indicators	Factor Loading	Result
Perceived Organizational Support	POS1	794	Valid
	POS2	818	Valid
	POS3	825	Valid
	POS4	791	Valid
	POS5	811	Valid
	POS6	845	Valid
	POS7	849	Valid
	POS8	768	Valid
	POS9	807	Valid
Organizational Justice	OJ1	767	Valid
	OJ2	825	Valid
	OJ3	782	Valid
	OJ4	820	Valid
	OJ5	808	Valid
	OJ6	746	Valid
	OJ7	843	Valid
	OJ8	837	Valid
	OJ9	821	Valid
	OJ10	807	Valid
	OJ11	821	Valid
	OJ12	775	Valid
	OJ13	802	Valid
	OJ14	818	Valid
	OJ15	796	Valid
	OJ16	786	Valid

Based on data in the table 4.4, each item of each variable has a loading factor value >0.70 . This can mean that all items in each variable, namely the variables Perceived Organizational Support, Organizational Support, and Job Satisfaction meet the criteria and are valid.

Table 4.5 Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Conclusion
Perceived Organizational Support	660	Valid
Organizational Justice	638	Valid
Job Satisfaction	682	Valid

Source: Data Processed, 2024

Based on the data in the table 4.5, each item of each variable has an Average Variance extracted (AVE) value of >0.50. This can mean that all in each variable, namely the variables Perceived Organizational Support, Organizational Support, and Job Satisfaction meet the criteria and are valid. The loading factor and Average Variance Extracted (AVE) have met the criteria, meaning this study meet the criteria of convergent validity.

Discriminant Validity

Table 4.6 Fornell-Larcker

	Perceived Organizational Support	Organizational Justice	Job Satisfaction
Perceived Organizational Support	0.812		
Organizational Justice	0.333	0.799	
Job Satisfaction	0.651	0.384	0.826

Source: Data Processed, 2024

Based on the table above indicates that the Cross-Loading value and Fornell-Larcker on each indicator has a higher score compared to different variables, and its score higher than 0.7. Thus, it can be concluded that each indicator meets the criteria of the discriminant validity test.

Reliability

Table 4.7 Cronbach’s Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Perceived Organizational Support	0.935	0.938
Organizational Justice	0.977	0.981
Job Satisfaction	0.958	0.959

Source: Data Processed, 2024

Based on the table 4.7, shows that each variable has a Cronbach's Alpha and Composite Reliability value of more than 0.7 so that it can be concluded that this research questionnaire meets the criteria of reliability.

Hypothesis Testing

Hypothesis	Path	P-value	T-statistics	T-Table	Conclusion
H1: X1 -> Y	588	0	1.471	0.676	Accepted
H2: X2 -> Y	188	0	1.372	0.676	Accepted

Source: Data Processed, 2024

The following is an explanation of hypothesis testing:

- 1.H1 shows that the p-value has a value of $0 \leq 0.05$ which means there is a significant influence between the constructs as well as a t-statistic value ≥ 0.676 (t-table) which means H1 is accepted. So, it can be concluded that Perceived Organizational Support (X1) has significant influence on Job Satisfaction (Y) of AIESEC Bandung Members
- 2.H2 shows that the p-value has a value of $0 \leq 0.05$, which means there is a significant influence between constructs as well as a t-statistic value ≥ 0.676 (t-table) which means H2 is accepted. So, it can be concluded that Organizational Justice (X2) has a significant influence on Job Satisfaction (Y) of AIESEC Bandung Members.

Based on the result of the characteristic of the respondents obtained, it is known that the respondent in this study have characteristic dominated by the members of AIESEC Bandung with females' gender with a total of 100 respondents with a percentage of 64% and 57 of male respondents with percentage of 36%. The age range that in this study is the age of teenagers in the range of 18-24 years with a predominance of teenagers aged 20 years as many as 74 people out of 157 or as many as 47%.

CONCLUSION

Based on the result of research and hypothesis testing to determine the influence of Perceived Organizational Support on Job Satisfaction in AIESEC Bandung that has been carried out in this study, conclusions are obtained in accordance with the formulation of the problem and research objectives with the following results:

1. The Perceived Organization Support AIESEC Bandung in the Good category descriptive analysis with percentage 77.79%.
2. The Organizational Justice AIESEC Bandung in the Good category descriptive analysis with percentage 74.73%.
3. The Job Satisfaction AIESEC Bandung in the Good category descriptive analysis with percentage 77.61%.
4. The Perceived Organizational Support (X1) has significant influence on Job Satisfaction (Y) of AIESEC Bandung Members.
5. Organizational Justice (X2) has a significant influence on Job Satisfaction (Y) of AIESEC Bandung Members.

This study looks at the Influence of Perceived Organizational Support and Organizational Justice on Job Satisfaction at AIESEC Bandung. Thus researcher have various ideas that the next researcher might consider, which are as follows: (a) The next researchers can use the same research, but are expected to add different variables that can affect Job Satisfaction variables

such as working environment, motivation, performance, and so on, (b) The next researcher is to carry out research on the same object but with a larger object it is not just AIESEC Bandung but with a AIESEC Indonesia, so that later the results of this study can be used as comparison material, and (c) Further researchers can use the same research, it are expected to use research data analysis methods that are newer or different from existing research, so that can be a comparison for different research methods.

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