

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON JOB SATISFACTION WITH MOTIVATION AS AN INTERVENING VARIABLE AT THE IT RABBANI SUTERA FOUNDATION

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Abstract. *Rabbani SDIT and SMPIT Alam School is an Integrated Islamic school that combines Islamic values (Character) with intellectual abilities, building students' character through exemplary behavior by teachers and the environment, making nature the primary medium in achieving learning objectives. The aim of this research is to determine and analyze the Influence of Perceived Organizational Support and Organizational Citizenship Behavior (OCB) on Job Satisfaction with Motivation as an Intervening Variable. The research method used is quantitative research, with a sample size of 39 respondents. This study uses SEM analysis using SmartPLS 3 and data collection techniques through questionnaire distribution using Likert scales. Based on the results of the study exploring the influence of Perceived Organizational Support, Organizational Citizenship Behavior (OCB), and Motivation on Job Satisfaction at the Rabbani Sutera IT Foundation. The most dominant result of the study indicates that Organizational Citizenship Behavior (OCB) has a significant influence on Motivation, suggesting that enhancing OCB can be a relevant strategy to improve employee motivation in the organizational environment. Additionally, Motivation has a positive and significant influence on Job Satisfaction. The implication is that efforts to enhance Motivation in the organizational environment can improve employee Job Satisfaction. Therefore, organizational management needs to pay special attention to the development of OCB as a strategy to enhance Motivation and ultimately increase Job Satisfaction at the Rabbani Sutera IT Foundation.*

Keywords: *Perceived Organizational Support, Organizational Citizenship Behavior, Job Satisfaction, Motivation*

Introduction

In the era of globalization, organizations must be capable of innovating, being responsive, and actively developing themselves. Human resources (HR) play a crucial role in this, serving as the primary key to leveraging other resources. Employees are important assets expected to achieve organizational goals (Gulo, 2020). The positive contribution of employees influences work outcomes and organizational goal attainment. Leadership style and managerial support play a key role in motivating employees to achieve common goals, while good leadership support fosters employee satisfaction in their work (Mikel et al., 2021).

Job satisfaction is the positive or negative attitude or feeling of an individual towards their job, which is highly subjective and dependent on the work situation, cooperation, rewards received, as well as physical and psychological factors (Afuan et al., 2023). This definition also reflects an individual's evaluation of the characteristics of the job performed. Factors influencing job satisfaction include meeting needs, the gap between expectations and reality, achieving values, fairness, and individual genetic components (Priyatin & Helmy, 2022). Efforts to maintain and enhance job satisfaction include transparent management policies, good working environment conditions, fair salary and bonus systems, as well as clear career development paths. Job satisfaction indicators include job content, supervision, organizational and management roles, advancement opportunities, salary and financial benefits, colleagues, and physical working conditions. By considering these factors, companies can create a supportive work environment to enhance overall employee job satisfaction (Ananda, 2020).

Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. It encompasses employees' assessments of organizational treatment, attitudes toward employees' ideas, responsiveness to employee issues, and attention to employee welfare and health (Sari & Kurniawan, 2023). High organizational support can enhance organizational commitment, readiness for change, and job satisfaction, while lack of support can increase the likelihood of employees leaving the organization (Permita et al., 2020). Factors influencing organizational support include the organization's attitudes toward employees' ideas, responsiveness to employee issues, and attention to employee welfare. Key elements of POS include fostering a sense of approval, developing personal relationships, and providing fair treatment. Organizational practices perceived as favorable, such as procedural justice, supervisor support, and rewards, can enhance employees' perceived organizational support (Annisa Lubis, 2022).

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors of individuals in the workplace that exceed their formal role requirements and are not always rewarded by formal reward systems. It includes actions such as helping colleagues, volunteering for additional tasks, compliance with rules, and behaving well in the workplace. Factors influencing OCB include job satisfaction, organizational commitment, employee personality, moral values, motivation, situational leadership, trust in leadership, organizational culture, and transformational leadership (Eri Susan, 2019). OCB benefits organizations by increasing productivity, saving resources, improving performance stability, and enhancing the organization's ability to adapt to environmental changes. OCB indicators include dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, reflecting pro-social behaviors and responsibility toward the organization (Purnama et al., 2023).

Work motivation is the internal drive that propels someone to act with the intent of achieving specific goals, reflected in changes in energy, feelings, and responses to those goals. Factors influencing work motivation include organizational factors such as payment, job security, supervision, praise, as well as personal factors such as personal maturity, level of education, personal desires and expectations, needs, fatigue, and job satisfaction (Rezky et al., 2023). Additionally, external factors such as working conditions, adequate compensation, good supervision, career assurance, status and responsibilities, and flexible regulations also play a crucial role in motivating employees. Work motivation indicators include behavioral direction, effort level, and persistence level, reflecting chosen behaviors, levels of hard work, and perseverance in facing obstacles or solving problems (Yolinza & Marlius, 2023).

The research variables that can be applied in the Rabbani Sutera Foundation are employee job satisfaction and leadership style. The foundation is committed to creating excellent and competent human resources, which can be achieved through employee job satisfaction. Job satisfaction serves as a crucial foundation that influences the performance of every individual within this foundation. In line with this, leadership style also becomes an important variable, as effective leaders can influence employee motivation and performance. Through motivating leadership styles and providing support, leaders can create a work environment that enables high job satisfaction.

Table 1. Recapitulation of Employees Who Resigned at the Rabbani Sutera IT Foundation

No	Year	Number Of Employees	Employees Log In	Employees Quit	Total
1	2019/2020	25	-	2	23
2	2020/2021	23	7	2	28
3	2021/2022	28	12	6	34
4	2022/2023	34	11	8	39
5	2023/2024	39	-	-	39

From Table 1, it can be observed that during the academic years 2019/2020-2022/2023, there were 18 employees who resigned from the Rabbani Sutera IT Foundation, indicating a phenomenon of low job satisfaction. The resignations potentially disadvantage the organization due to additional costs for recruiting new employees and operational disruptions resulting from a shortage of staff. This phenomenon reflects the low commitment of employees to their jobs, as evidenced by their willingness to work beyond normal working hours to meet job targets. Several factors influencing job satisfaction include the nature of the job, relationships with colleagues, fair treatment, and salary/wages. Additionally, perceived organizational support plays a crucial role, where employees' perception of organizational support can influence their satisfaction levels. Lack of communication from leaders with their subordinates can also lead to insufficient support and individual motivation, as well as undermine employees' confidence in carrying out their duties. Therefore, it is important for the Rabbani Sutera IT Foundation to address these factors to enhance employee job satisfaction and reduce turnover rates.

The objective of this research is to investigate the influence of Perceived Organizational Support and Organizational Citizenship Behavior on Motivation, Job Satisfaction, as well as the

impact of Motivation on Job Satisfaction at the Rabbani Sutera IT Foundation. Additionally, this study aims to explore the influence of Perceived Organizational Support and Organizational Citizenship Behavior on Job Satisfaction through Motivation as an intervening variable. The benefits of this research include enhancing the author's understanding in the field under investigation, contributing thoughtful insights into analyzing the relationships between variables, and providing input for the Rabbani Sutera Foundation to improve employee job satisfaction by considering these factors. Academically, this research is expected to complement further research materials in the development of Human Resource Management knowledge, while for readers, the research findings are anticipated to serve as a useful reference for future studies and contribute to the literature in the field of Human Resources.

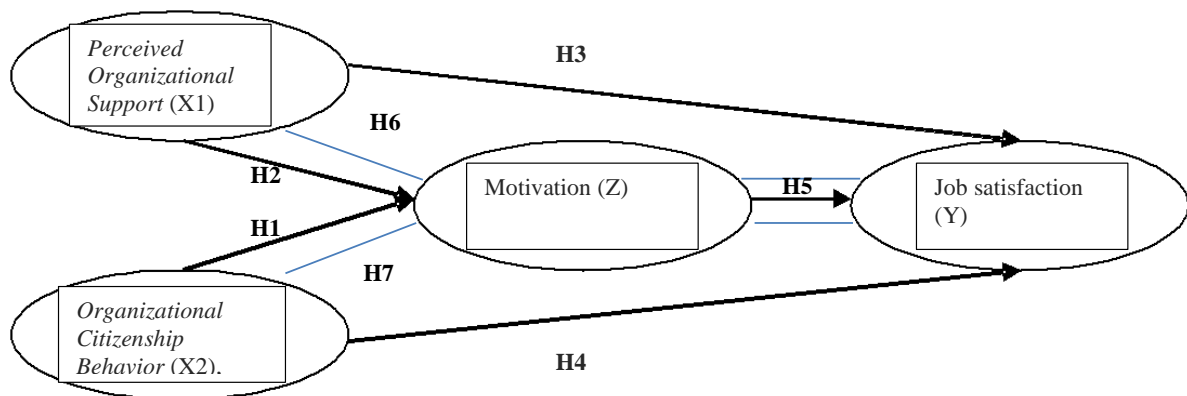


Figure 1. Conceptual Framework

Research Methodology

This research methodology employs a descriptive and quantitative approach to investigate the relationship between Servant Leadership (X1) and Perceived Organizational Support (X2) as independent variables, Job Satisfaction (Y) as the dependent variable, and Organizational Citizenship Behavior (Z) as the intervening variable at the Rabbani Sutera IT Foundation. The research population consists of 39 employees, and total sampling technique is used to select the entire population as the sample. The research instrument utilizes a Likert scale, and data are collected through field research involving observation, interviews, and questionnaire completion. Data analysis is conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS), allowing for the evaluation of measurement and structural models. The results of this analysis are expected to provide a deep understanding of the relationships among the variables under investigation and the influence of Organizational Citizenship Behavior as a mediator in the relationship between Servant Leadership and Perceived Organizational Support on Job Satisfaction.

Results and Discussion

Below is a picture of the inner model

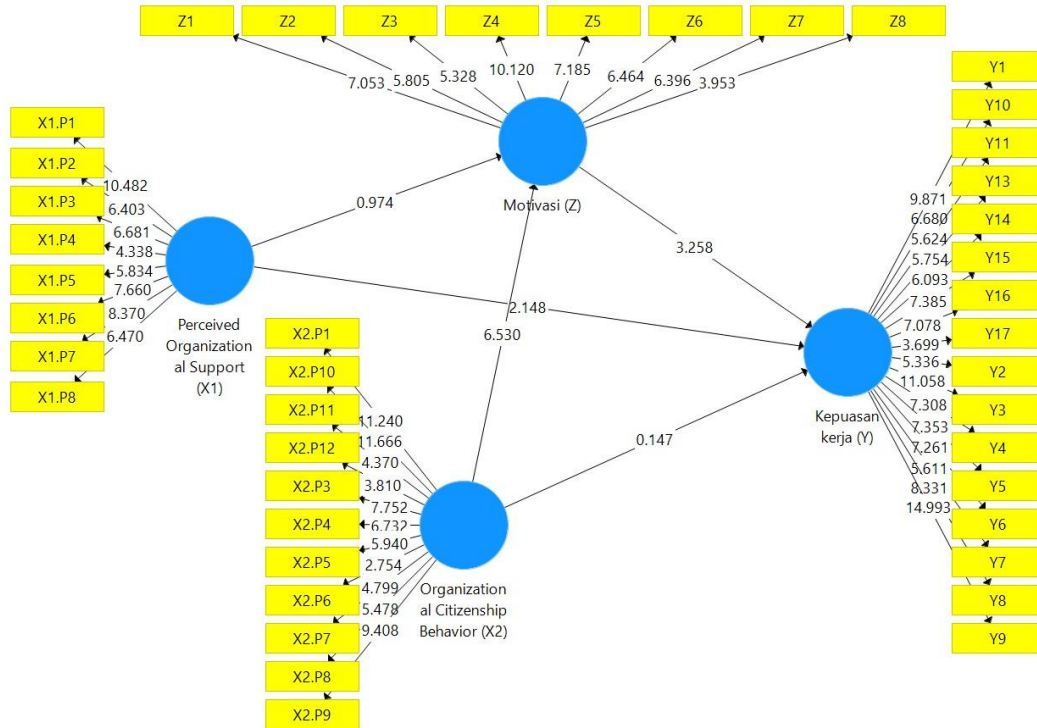


Figure 2. Hypothesis test

Hypothesis testing in this study aims to evaluate the influence of exogenous latent variables on endogenous latent variables, both directly and indirectly through mediating variables. The results of hypothesis testing are evaluated based on the t-statistic or t-value compared to the t-table at 1.96 with an alpha of 5%. If the t-statistic value is smaller than the t-table value, then the null hypothesis (H_0) is rejected, whereas if the t-statistic value is larger than the t-table value, then the alternative hypothesis (H_a) is accepted. The estimation output from SmartPLS 3 is used to provide an overview of the model testing results, which will address the research problem regarding the influence of the latent variables under investigation.

Table 2. Live Testing Results

Path	Original Sample	P value	Decision
POS -> Mt	0.118	0.320	Rejected
OCB-> Mt	0.719	0.000	Accepted
POS-> KP	0.268	0.032	Accepted
OCB -> KP	0.029	0.883	Rejected
Mt -> KP	0.553	0.001	Accepted

The research findings indicate that although there is a positive influence between Perceived Organizational Support (POS) and Motivation at the Rabbani Sutera IT Foundation, this influence is not statistically significant. This is based on statistical analysis showing a t-statistic value smaller than the critical value, and a p-value greater than the significance level. These results contradict the study conducted by Sun (2019), which stated that Perceived Organizational Support has a positive but not significant influence on motivation. The rejection of this hypothesis indicates that further research is needed to gain a deeper understanding of the dynamics of the relationship between POS and motivation in the organizational context.

On the other hand, the statistical analysis results show that Organizational Citizenship Behavior (OCB) has a positive and significant influence on Motivation at the Rabbani Sutera IT Foundation. This finding is supported by the coefficient values indicating a positive relationship between OCB and Motivation, as well as a t-statistic value much greater than the critical value and a p-value smaller than the significance level. This finding is consistent with the research conducted by Ni Wayan et al. (2022), which stated that Organizational Citizenship Behavior significantly influences Motivation. The implication is that efforts to enhance OCB in the organization can be considered a relevant strategy to increase employee motivation.

Based on the statistical analysis of the third hypothesis, it is concluded that Perceived Organizational Support (POS) has a positive and significant influence on Job Satisfaction at the Rabbani Sutera IT Foundation. This finding is supported by a t-statistic value exceeding the critical value and a p-value lower than the significance level. This result aligns with the research conducted by Wahidmurni (2019), stating that Perceived Organizational Support significantly influences Job Satisfaction. The implication is that enhancing organizational support perceptions can be an effective strategy in improving employee job satisfaction in the organizational environment.

However, based on the statistical analysis of the fourth hypothesis, it is concluded that Organizational Citizenship Behavior (OCB) does not have a significant influence on Job Satisfaction at the Rabbani Sutera IT Foundation. Although there is a positive influence between OCB and Job Satisfaction, this influence is not statistically significant. This finding contradicts the research conducted by Lestari & Ghaby (2019), stating that Organizational Citizenship Behavior significantly influences Job Satisfaction. The implication is that to improve job satisfaction in the organization, considerations of other aspects besides the level of OCB are needed. This finding indicates the need for further research and exploration of additional factors that may affect the relationship between OCB and Job Satisfaction in the Rabbani Sutera IT Foundation environment.

Finally, based on the statistical analysis of the fifth hypothesis, it is found that Motivation has a positive and significant influence on Job Satisfaction at the Rabbani Sutera IT Foundation. This finding is reinforced by coefficient values indicating a positive relationship between Motivation and Job Satisfaction. Additionally, a t-statistic value greater than the critical value and a p-value smaller than the significance level confirm the statistical significance of this relationship. This result is consistent with the research conducted by Anggraini & Ardiansyah (2023), stating that there is a positive and

significant influence of Motivation on Job Satisfaction. The implication is that organizational management can consider strategies to enhance employee motivation as an effort to improve job satisfaction in the foundation's environment. This can also serve as a basis for the development of programs or policies supporting the enhancement of motivation and job satisfaction among employees in the foundation.

Table 3. Path Analysis Results

Path	Original Sample	P value	Decision
POS -> Mt -> KP	0.065	0.420	Rejected
OCB-> Mt -> KP	0.398	0.002	Accepted

Based on the statistical analysis results of the sixth hypothesis, it was found that Perceived Organizational Support (X1) does not have a significant influence on Job Satisfaction (Y) through Motivation (Z) as an intervening variable at the Rabbani Sutera IT Foundation. This indicates that Motivation (Z) This research is not in line with the study conducted by Sadhana & Satrya (2020) stating that Perceived Organizational Support has a positive and significant influence on job satisfaction. The implication is that efforts to improve job satisfaction through motivation do not solely rely on the perceived organizational support perceived by individuals in the foundation. Further understanding of other factors that may mediate the relationship between organizational support and job satisfaction in that environment is needed.

Based on the statistical analysis results of the seventh hypothesis, it was found that Organizational Citizenship Behavior (X2) has a positive and significant influence on Job Satisfaction (Y) through Motivation (Z) as an intervening variable at the Rabbani Sutera IT Foundation. This research finding is consistent with the study conducted by Anggraini & Ardiansyah (2023), stating that there is a positive and significant influence of Organizational Citizenship Behavior on Job Satisfaction through Motivation. The implication is that to improve job satisfaction in the organization, special attention needs to be given to the development of organizational citizenship behaviors that can stimulate and enhance individual motivation in the workplace.

Conclusion

Based on the research findings at the Rabbani Sutera IT Foundation, it can be concluded that Perceived Organizational Support has a positive but not significant influence on motivation, while Organizational Citizenship Behavior has a positive and significant influence on motivation. However, Perceived Organizational Support does not have a significant influence on job satisfaction, and neither does Organizational Citizenship Behavior. Nevertheless, Motivation has been proven to have a positive and significant influence on job satisfaction. Furthermore, Perceived Organizational Support does not have a significant influence on job satisfaction through motivation as an intervening variable, but Organizational Citizenship Behavior has a positive and

significant influence on job satisfaction through motivation as an intervening variable in the foundation.

Suggestions for the Rabbani Sutera IT Foundation include strengthening Perceived Organizational Support (POS) through more effective training programs and internal communication, as well as focusing on enhancing Organizational Citizenship Behavior (OCB) through formal recognition and employee development programs. For future researchers, it is recommended to consider contextual variables such as organizational culture and leadership, expand the sample and research context to enhance the generalizability of findings, and explore the long-term impacts of the variables studied through longitudinal research. Thus, there will be a deeper understanding of the factors influencing motivation and job satisfaction and their implications in a broader organizational context.

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