

The Influence of Supportive Leadership Behavior and Organizational Support on The Job Satisfaction of Followers

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Abstract:

Supportive leadership is the hope of organizations that wish to be efficient and competitive in services. There is a positive perception of leadership that potentially increases the job satisfaction of members. To achieve job satisfaction under supportive leadership, other variables are needed in achieving goals, including organizational support by subordinates. Therefore, this study examines predictively supportive leadership on job satisfaction and organizational support as moderate variables. Data were obtained from two state Islamic higher education institutions in Indonesia with the unit of analysis being ASN employees as many as 75 respondents were obtained randomly as a sample. While the data were collected through google form, the analysis method was using Structural Equation Modeling (SEM) assisted by SmartPLs 3.2 software. Research findings indicate that supportive leadership behavior has a major contribution to employee job satisfaction. However, perceived organizational support as a moderate variable on job satisfaction has a less significant contribution.

Keywords: *Supportive Leadership, Organizational Support, Job Satisfaction*

Abstrak:

Kepemimpinan suportif menjadi harapan organisasi yang menginginkan layanan efisien dan kompetitif. Terdapat persepsi positif atas kepemimpinan akan meningkatkan kepuasan kerja para anggota. Untuk mencapai kepuasan kerja bawahan kepemimpinan suportif membutuhkan variabel lain dalam mencapai tujuannya, di antaranya adalah dukungan organisasi yang dirasakan oleh para bawahan. Oleh karena itu penelitian ini menguji secara prediktif kepemimpinan suportif terhadap kepuasan kerja serta dukungan organisasi sebagai variabel moderat. Data diperoleh dari dua lembaga pendidikan tinggi islam negeri di Indonesia dengan unit analisisnya adalah pegawai ASN sebanyak 75 responden yang diperoleh secara acak sebagai sample. Data dikumpulkan melalui google form, sedangkan metode analisis dengan Structural Equation Modeling (SEM) dibantu dengan software SmartPLs 3.2. Temuan penelitian menunjukkan bahwa perilaku kepemimpinan suportif memiliki kontribusi utama terhadap kepuasan kerja pegawai. Namun dukungan organisasi yang dirasakan sebagai variabel moderat terhadap kepuasan kerja memiliki kontribusi yang kurang signifikan.

Kata Kunci: *kepemimpinan suportif, dukungan organisasi, kepuasan kerja*

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INTRODUCTION

Understanding what gives members satisfaction in their work is an exciting study in for-profit and non-profit organizations. It can be said that efforts to understand the satisfaction of organizational members provide adequate information about how exactly the actions of leaders treat them. Many studies have been conducted, assuming that the leader is fully responsible for members' satisfaction in their activities in the organization (Manzoor et al., 2019). However, research rarely focuses on moderate factors to achieve true satisfaction (Al-dweeri et al., 2017; Chung et al., 2017). Moderate factors may soften the leader's relationship with members' job satisfaction.

The theory that underlies this research is the Path-Goal Theory of Leadership from Robert J. House, which was developed to explain how a leader's behavior affects performance, which in turn gives satisfaction to subordinates, with the moderate variables being the work environment and individual characteristics. The first proposition of the theory is that leader behavior is acceptable and satisfying to subordinates insofar as subordinates view the behavior as either a source of satisfaction or instrumental to future satisfaction. The second proposition of the theory is that leader behavior can motivate, and increase effort, to the extent that: 1) the behavior makes the satisfaction of the needs of subordinates dependent on practical performance; and 2) leadership behavior is required to complement the subordinate environment by providing the necessary training, guidance, support, and rewards for effective performance. Robert J. House proposes a model that describes how the perception of expectations is influenced by the contingent relationships among the four leadership styles and employees' various attitudes and behaviors. In addition, leader behavior motivates to the extent of: 1) reducing roadblocks that interfere with goal attainment; 2) providing the guidance and support needed by employees; and 3) linking meaningful rewards to goal attainment (House & Mitchell, 1975; House & Mitchell, 1997).

A study of social organizations finds that supervisors significantly affect subordinates' job satisfaction (Wnuk, 2017). Another study suggests that subordinates who are satisfied with the leader have a positive relationship with supportive leadership (Al-Sada et al., 2017; Farahnak et al., 2020).

In addition to the positive contribution of leadership to job satisfaction, a negative relationship has been found between job satisfaction and role conflict, overestimating, and overworking hours. Since the leader's expectations are too high for subordinates, excess working hours trigger a negative relationship between leaders and subordinates. Likewise, the role conflict as job demands will become challenging to be carried out unless subordinates divide roles well (Boamah et al., 2017; H. Lu et al., 2019; Y. Lu et al., 2017).

Organizational support felt by members of the organization is a positive attitude of subordinates that the organization values their contributions and provides commensurate welfare (Kurtessis et al., 2017). In theory, perceived

organizational support is a transaction of subordinates' performance and loyalty to organizations that provide socio-economic support (Ateş & Ünal, 2021). This transaction is the basis for exchanging subordinate motivation with achieving organizational goals broadly.

Some research results positively related to perceived organizational support include commitment, loyalty, work attitude, discipline, and job satisfaction (Asgari et al., 2020; Claudia, 2018; Mayes et al., 2017; Ridwan et al., 2020). The perceived organizational support tremendously impacts subordinate discipline (Afsar & Badir, 2017), impacting active participation in organizational activities (West et al., 2018). Perceived organizational support is the best predictor of subordinates' performance and job satisfaction (Abou Hashish, 2017; Wen et al., 2019). Perceived organizational support is related to job satisfaction such as satisfaction with salary, superiors and with reduced desire to move, role conflict, and work tension (Chen & Shaffer, 2017; Jin & McDonald, 2017).

A study indicates that perceived organizational support and knowledge sharing with subordinates are moderate variables in the effect of transformative leadership on subordinates' innovation ability (Le & Lei, 2019). For subordinates, leadership that provides support for their work is much more meaningful than written rules because, in a leader, there is wisdom in assessing the activities of each member of the organization (Razak et al., 2018; Tummers et al., 2018). Perceived organizational support culminates in leader behavior in creating a sense of satisfaction in the work and careers of subordinates (Bilgetürk & Baykal, 2021; Rofcanin et al., 2021).

Organizational support felt by subordinates will reduce negative attitudes towards the organization. The study's findings indicate that efforts to include subordinates in decision-making reduce protests from subordinates (Caesens et al., 2017).

Supportive leadership attitudes include providing emotional support, caring for members' suggestions, providing the information needed to subordinates, and paying attention to subordinate activities to support their organizational performance (Chan, 2019). The level of work discipline of subordinates is positively correlated with supportive leadership (Rana et al., 2019). Research shows that subordinates who are appreciated and get the attention of their leaders will maintain a disciplined attitude at work. In addition to work discipline, subordinates show their sense of satisfaction under leadership that values advice on organizational decision-making (Banjarnahor et al., 2018; Mickson & Anlesinya, 2019; Mwesigwa et al., 2020).

Supportive leadership is friendly, approachable, and satisfying to its subordinates and always wants to explain the state of the organization (Jaramillo & Mulki, 2008; Okolie et al., 2021). Leadership with a supportive style guides subordinates to the maximum and positive work environment conditions so that subordinates can work as well as possible (Abou Assali & Troudi, 2019; Karimi et al., 2010). Supportive leadership is also a style that shows subordinates' concerns, needs, and goals and creates a comfortable and fair work atmosphere (Ko & Kang, 2019; Mohiuddin, 2017).

A research result shows that in supportive leadership there is an advocacy effort on subordinates in their work, and leaders who are supportive to their performance have a positive and significant relationship with subordinates' satisfaction and with the work environment and leadership (Elsaied, 2019). Under supportive leadership, a caring leader relates herself/himself to the needs of subordinates in terms of attention and understanding of their situation. When subordinates feel respected and appreciated for their contribution, they are motivated to work under minimum or unsupervised supervision, and this can increase organizational profitability (Rana et al., 2019; Schmid et al., 2017).

Job satisfaction is a subordinate's response (Kampkötter, 2017). Therefore, the advent of subordinate job satisfaction is an indication of leader's success in creating an environment that subordinates like (Kiarie et al., 2017). Researchers support this assumption that a performance increases when subordinates perceive that leaders act according to their expectations, increasing subordinate satisfaction (Elbaz & Haddoud, 2017; Ribeiro et al., 2018).

Job satisfaction in an organizational environment is the dream of every leader and subordinate (Al-edenat, 2018). This awareness is an individual's emotional response. Many researchers show the relationship of job satisfaction variables with increased productivity and subordinate performance (Nguyen, 2020). Job satisfaction for individuals can also be supported by the views of subordinates on their work and colleagues (Bufquin et al., 2017; Irabor & Okolie, 2019).

Job satisfaction is also related to subordinates' concern for the organization. Satisfied subordinates try to contribute ideas for the organization's progress (Chordiya et al., 2017). However, not infrequently, the contribution of advanced thinking is misinterpreted as excessive criticism. If further research is carried out on who loves and cares about the organization, perhaps some are subordinates that always think critically about the organization's progress.

Job satisfaction, along with performance as the dependent variable in many studies, is influenced by leadership style (Al-Sada et al., 2017), together with moderate variables working environment (teamwork, task structure, and formal authority), and individual characteristics (locus of control, experience, and perception of ability). In practice, this model does work in general, but the greater demand is the ability of leaders to choose the right style at the right time (Bowers et al., 2017; Tannenbaum & Schmidt, 2017).

After looking at the previous studies that are relevant to the research, the interest of the research is to test the three hypotheses, namely: H1. Supportive leadership has a positive and significant effect on job satisfaction; H2. Perceived organizational support has a positive and significant effect on satisfaction; H3. Perceived organizational support moderates the effect of supportive leadership on job satisfaction.

RESEARCH METHODS

The research method used is quantitatively based. The interest of the research is to check the relationship between the variables of supportive leadership, job satisfaction, and other variables, namely organizational support, which is perceived as a moderator variable. The attitude measurement scale uses the Likert scale with a gradation of five scale choices (1 – 5) from very negative to very positive (Joshi et al., 2015; Widoyoko, 2012). The data analysis technique uses the SmartPLS 3.2 application. (Ringle et al., 2015). The conceptual model of the research that has been tested is shown in Figure 1.

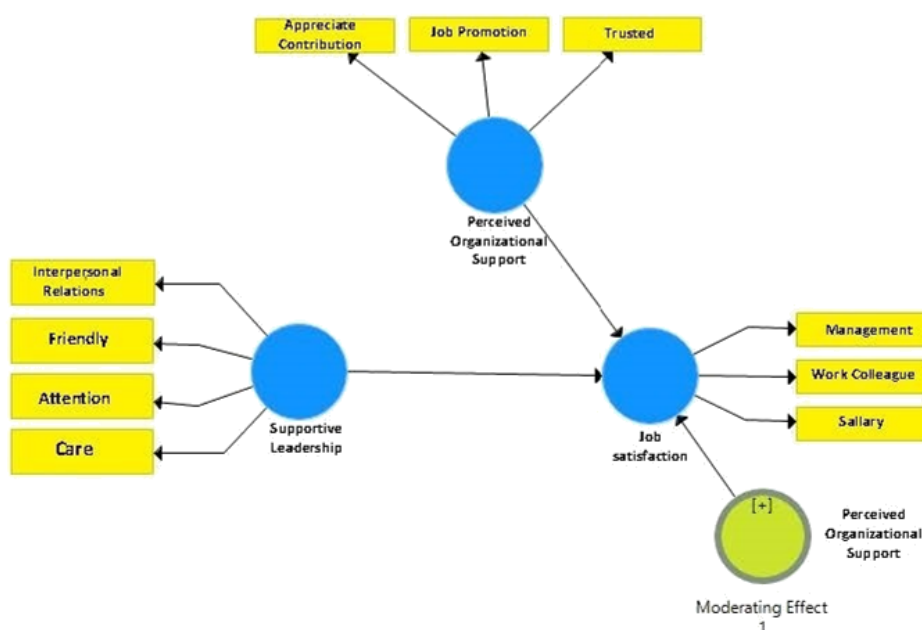


Figure 1. Research Conceptual Model

Respondents were from two state Islamic universities, IAIN Sultan Amai Gorontalo and IAIN Manado. The sample of respondents was 80% (60) male and 20% (15) female, without considering the difference in age and position because they were considered homogeneous in status as State Civil Apparatus (ASN) employees. The survey instrument was distributed using a google form to a target sample of 84 respondents, 75 of whom returned.

Data for the variable of supportive leadership were obtained through a modified instrument compiled by Mandana and his colleagues. This 20-point instrument is the standard one written in a journal with the theme 'contextualization and standardization of supportive leadership behavior questionnaires based on socio-cognitive theory'. Supportive leadership behavior is essential for organizational health, sustainability, and organizational change. The instrument identifies subordinates' perceptions of integrity, sincerity, and performance recognition (Shirazi et al., 2014). Therefore, the instrument becomes relevant to the research theme with modifications to the indicators into four indicators according to the research interests: interpersonal relationships, friendliness, attentiveness, and caring.

The instrument that measures the perceived organizational support variable uses an instrument that has been used by Chanyeong Kwak et al. This

instrument has been used to measure the relationship of job satisfaction with perceived organizational support with 9-question items. The relationship between these variables indicates that job satisfaction is significantly related to perceived organizational support (Kwak et al., 2010).

Further, to measure job satisfaction employs an instrument that is previously used by Anglica Leopold et al. This instrument calculates efficient job satisfaction. The job satisfaction instrument includes 22 question items. After being tested through the Cronbach Alpha, the coefficient of 11 items is above 0.6 (Lepold et al., 2018). For measurement in the study, the authors classify them into three major indicators, namely the dimension of management, co-workers, and the dimension of salary.

RESULTS AND DISCUSSION

The results of the research data processing are divided into two stages, namely: first, the outer model or also called the measurement model shows the value of the manifest variables (indicators) that represent the latent variables (supportive leadership; job satisfaction; and perceived organizational support). Second, the inner or structural model shows the power of estimation between latent variables or constructs. The results of the two-stage processing are presented in Figure 2 and Figure 3.

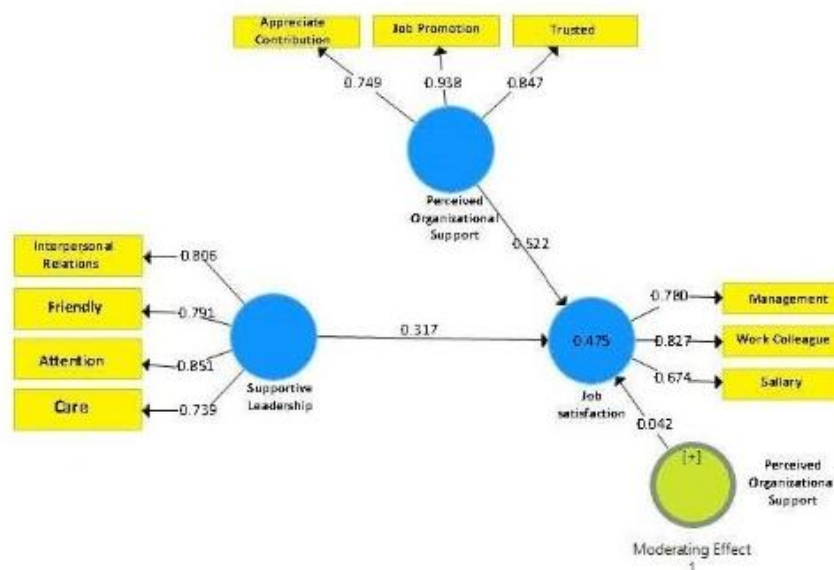


Figure 2. Outer Model

The computational analysis of the results of calculating the algorithm for the outer model of the convergent validity value is seen in the correlation between the indicator score and the total score. Valid indicators have a correlation value above 0.50. In Figure 2, the variable of supportive leadership with indicators of interpersonal relationships has a value of 0.810; the social indicator has a value of 0.791; the attention indicator has a value of 0.85; and the care indicator has a value of 0.74. Then the variable job satisfaction with management dimension indicators has a value of 0.780; the coworker indicator has a value of 0.83, and the salary dimension indicator has a value of 0.67. The

perceived organizational support variable with an indicator of appreciating contribution has a value of 0.75; the promotion indicator has a value of 0.94, and the indicator giving confidence has a value of 0.85. It can be written in the Table 1 as follows:

Table 1. Convergent Validity

Variable	Indikator	Outer Loading
Supportive Leadership	Interpersonal	0.81
	Friendly	0.79
	Attention	0.85
	Management	0.78
Job satisfaction	Work colleague	0.83
	Wages	0.67
	Appreciate Contribution	0.75
Perceived Organizational Support	Job Promotion	0.94
	Trust	0.85

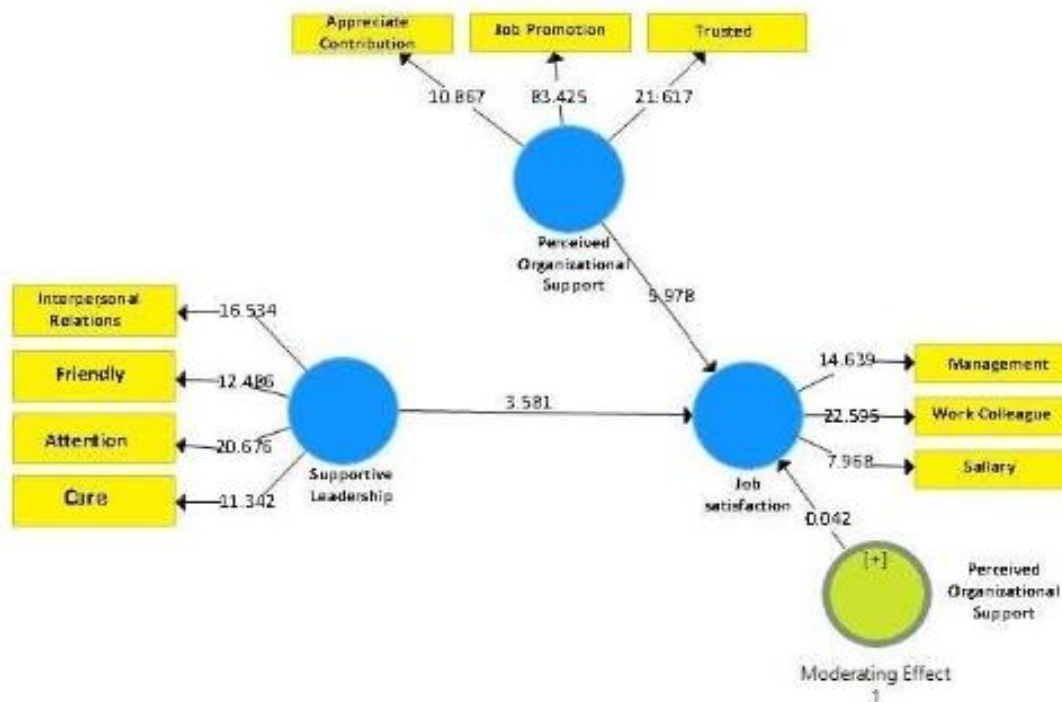


Figure 3. Inner Model

For the analysis of the computational results of the inner model, the variance is explained by the R-Square (Coefficient determination) value as well as the goodness-fit test value of the model. The decision to accept or reject the hypothesis is based on the t-statistic value $>$ of t-table = 1.666 and P-values \leq 0.05. In Figure 3, the statistical value (H1) of the effect of the supportive leadership variable on job satisfaction is greater than the t-statistical value = 3.581; then, the statistical value (H2) of the effect of perceived organizational support on job satisfaction is greater than the statistical value = 5.978; while the statistical value of the perceived organizational support variable as a moderator

variable of the influence of supportive leadership on job satisfaction has a smaller t-statistic value = 0.478.

This research has two stages, namely measurement and testing. The first stage is measuring the indicator value of each variable and describing its construct. The second stage tests the influence of constructs. The results of the first measurement stage indicate that the indicators of interpersonal relationships, friendliness, attentiveness, and caring, indeed illustrate the construct of supportive leadership. Furthermore, the indicator values of contribution, promotion, and giving trust has accurately described the construct of perceived organizational support.

Meanwhile, indicators of management dimensions, work colleagues, and the dimensions of salary have correctly demonstrated the construct of job satisfaction. In the second stage, the results of testing the direct influence of supportive leadership on job satisfaction show a positive and significant test value. Likewise, the test results of the direct influence of perceived organizational support on job satisfaction have a positive and significant test value. Meanwhile, the results of the perceived organizational support as a moderate variable on the influence of supportive leadership on job satisfaction have a nominal test value.

Supportive leadership is often used as a predictor variable in studies of subordinate job satisfaction (Schyns et al., 2009). Research generally examines the variables of leadership traits, behaviors, and styles contributing to job satisfaction (Pawirosumarto et al., 2017). Likewise, research on directive, participatory and achievement-oriented leadership styles as significant predictors that affect motivation and job satisfaction (Al-Sada et al., 2017; Morsiani et al., 2017). The significance of the research results mentioned above supports the findings in this study that supportive leadership is a positive and significant predictor of job satisfaction.

Perceived organizational support in this study is not a significant moderator of the relationship between supportive leadership and job satisfaction. However, the direct test of perceived organizational support as a predictor of job satisfaction shows positive and significant results. This finding is in line with several studies conducted by other researchers (Wen et al., 2019).

The ineffectiveness of supportive leadership as a moderator of perceived organizational support for job satisfaction can be understood because perceived organizational support is more appropriate as a direct independent predictor of employee job satisfaction (Caesens et al., 2017; Cheng & Yi, 2018; Kurtessis et al., 2017). The lack of a moderating effect indicates that supportive leadership does not depend on subordinates' perceptions of perceived organizational support, or it can be understood that organizational support is the best predictor variable and influences subordinate job satisfaction. A study that examined perceived organizational support as a mediating variable on job satisfaction shows a level of significance (Albalawi et al., 2019; Asgari et al., 2020; Maan et al., 2020). This finding further strengthens the effect of perceived organizational support as not modulating job satisfaction. However, it is more

significant if perceived organizational support is placed as a mediating or independent variable on subordinate job satisfaction.

CONCLUSION

Job satisfaction is a very complex concept that is influenced by many factors. Studies that discuss the relationship between job satisfaction and other concepts often give inconsistent results. However, in the case of an analysis of the impact of supportive leadership on job satisfaction, the results of this study confirm a positive and significant impact. The impact of leadership behavior with a moderate variable perceived organizational support does not have adequate significance.

Finally, this conceptual research contributes to organizations considering supportive leadership behavior to improve the sense of job satisfaction of subordinates. Meanwhile, suggestions for researchers interested in this theme can use a mixed method approach to understand the impact of supportive leadership behavior on job satisfaction and reconsider the moderate variable, namely perceived organizational support, as a further research model.

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