



The Influence of Perceived Organizational Support, Servant Leadership and Coworker Support on Employee Job Satisfaction

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Abstract

Human quality resources and effective leadership are crucial in achieving optimal job satisfaction, which in turn enhances organizational performance. This study examines the influence of perceived organizational support, servant leadership, and coworker support on employee job satisfaction at CV Sumber Baru Niaga Yogyakarta. The purpose of this research is to analyze the influence of these three factors, both individually and simultaneously, on job satisfaction. A quantitative approach was applied by conducting a survey involving 98 employees. Data was collected through questionnaires and analyzed using multiple linear regression. The results indicate that perceived organizational support, servant leadership, and coworker support all have a positive effect on employee job satisfaction. Among the three variables, perceived organizational support has the most significant impact. The findings highlight the importance of a supportive organizational environment, effective leadership, and positive coworker relationships in improving job satisfaction. This study contributes to a better understanding of the factors that shape a productive and satisfying work environment, and offers practical implications for human resource management strategies, particularly in enhancing leadership and organizational support to foster a more supportive and enjoyable workplace culture.

Keywords: *Perceived Organizational Support, Servant Leadership, coworker support, job satisfaction, CV. Sumber Baru Niaga*

Abstrak

Sumber daya manusia yang berkualitas dan kepemimpinan yang efektif sangat penting dalam mencapai kepuasan kerja yang optimal, yang pada akhirnya meningkatkan kinerja organisasi. Penelitian ini mengkaji pengaruh perceived organizational support (dukungan organisasi yang dirasakan), servant leadership (kepemimpinan yang melayani), dan dukungan rekan kerja terhadap kepuasan kerja karyawan di CV Sumber Baru Niaga Yogyakarta. Penelitian ini bertujuan untuk menganalisis pengaruh ketiga faktor tersebut baik secara individu maupun simultan terhadap kepuasan kerja. Pendekatan kuantitatif digunakan dengan melibatkan survei terhadap 98 karyawan. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa perceived organizational support, servant leadership, dan dukungan rekan kerja berpengaruh positif terhadap kepuasan kerja karyawan. Di antara ketiga variabel tersebut, perceived organizational support memiliki pengaruh paling signifikan. Temuan dalam penelitian ini menekankan pentingnya lingkungan organisasi yang mendukung, kepemimpinan yang efektif, serta hubungan rekan kerja yang positif dalam meningkatkan kepuasan kerja. Penelitian ini memberikan kontribusi dalam memahami faktor-faktor yang membentuk lingkungan kerja yang produktif dan memuaskan, serta implikasi praktis dalam strategi manajemen sumber daya manusia, khususnya dalam memperkuat kepemimpinan dan dukungan organisasi untuk menciptakan budaya kerja yang lebih suportif dan menyenangkan.

Kata Kunci: *Perceived Organizational Support, Servant Leadership, Dukungan Rekan Kerja, Kepuasan Kerja, CV. Sumber Baru Niaga*

JEL Classification: M12, M14, J28

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1. Introduction

In accomplishing company objectives, human assets are an basic portion. It is confirmed that human assets are doing, arranging, and guaranteeing that organizational objectives are accomplished (Nurlaelah et al., 2023). Qualified human assets are required to realize organizational objectives and accomplish their objectives. Seeing the significance of human assets in supporting employee work fulfillment, companies ought to give back for representatives. One hypothesis that considers approximately how companies contribute in representative connections with companies that must be kept up is company back or called Seen Organizational Bolster. Seen organizational back places consideration on the social trade intelligent that happen between representatives and the organization (Samuel et al., 2014). Beside the improvement and advance of the world it is vital for companies to know this. Benefit companies proceed to develop in line with world advance, and quality human assets are getting to be progressively critical. Since the organization depends on its individuals assets, the leader's work is pivotal. Choices and arrangements made by pioneers not as it were influence the victory of the organization, but too influence the fulfillment of all workers (Ratnawati et al., 2012).

Based on observations and interviews at CV Sumber Baru Niaga, there is a problem between the director, HRD and employees in the context of sales. Some of these include having to use certain strategies, positions within the company, or unwillingness to adapt to change. One solution taken in some cases is resignation, although there are also cases where the decision is due to personal reasons or the actions of individuals within the company.

A leader is someone who has abilities and advantages, especially in certain fields, so that he is able to encourage others to work together to achieve certain goals (Nurhanisa, 2023). Leadership style affects the level of employee satisfaction, because the leader's job is to plan, produce and evaluate the various choices that the company needs to make. Servant leadership is one of the distinctive forms of leadership. A leader who applies this leadership focuses on supporting and serving employees. The leader will put the needs and interests of his employees as his priority. With this leadership, teams have become more productive, safe, creative, and innovative. At the organizational level, it has been proven that company performance is positively correlated with employee management (Eva et al., 2019). Therefore, leadership style greatly affects employees, especially salespeople.

Salespeople play a crucial role in a company's sales by needing extensive product knowledge to meet customer needs, leading to potential workplace stress. Especially as per Wulani & Junaedi, (2020), salespeople must support and help each other navigate these challenges. Job satisfaction, defined by Riyadi, (2018) as a positive attitude toward work derived from its evaluation, plays a significant role in employee retention. Positive feelings at work are influenced by factors beyond salary, including performance, communication with superiors, work environment, and coworker assistance, Stressing that a positive work environment is more important for employee retention and satisfaction than financial considerations.

Worker work fulfillment is frequently related to how well they feel backed and esteemed by the company, as well as how clear communication is between representatives and administration. Representatives tend to be more joyful at work when they accept their requests are caught on and taken into thought. The victory of an organization is significantly affected by worker fulfillment, and hiring authority can raise worker fulfillment levels (Charles & Zhedanov, 2015). Work fulfillment is an vital issue within the survival of an organization. It influences representative efficiency, company supportability, and the quality of life of workers exterior of work (Munandar et al., 2023).

This research is motivated by the unclear relationship between internal organizational factors such as perceived organizational support, servant leadership, and coworker support on employee job satisfaction, especially in commercial companies in Yogyakarta. Although various studies have been conducted partially on each variable, there are still few studies that simultaneously test the influence of all three in a comprehensive model in the context of local organizations. The novelty of this research lies in the integration of the three factors and direct testing on CV Sumber Baru Niaga Yogyakarta, which faces challenges of communication and adaptation in the work environment. The main objective of this study is to determine how much influence each factor has, both individually and collectively, on employee job satisfaction, so that it can provide theoretical contributions to the development of HR management and practical recommendations for organizational policy making.

2. Literature Review and Hypothesis

Perceived Organizational Support

Seen organizational back could be a frame of back that workers feel from the organization when they feel esteemed and their commitments are recognized (Eisenberger et al., 2020). Seen organizational bolster emphasizes the significance of social trade between workers and organizations (Samuel et al., 2014), where consideration to employees' socioemotional needs will increment their commitment and execution in accomplishing organizational objectives (Martedy, 2018). When passionate needs such as appreciation and security are met, workers will feel more esteemed and persuaded (Akgunduz et al., 2023). Coming about in expanded difficult work and adequacy in managing with work weight (Albalawi et al., 2019). The Seen organizational bolster markers incorporate reasonableness in organizational arrangements (reasonableness), bolster from bosses (administrator back), and favorable rewards and work conditions (Eisenberger et al., 2020).

Servant Leadership

Servant Leadership is a service-focused leadership style, in which the leader consciously prioritizes the needs of employees over their own personal interests, and seeks to build strong relationships and deep work attachments (Eva et al., 2019). This leadership also shows concern for change in personal and organizational life and is based on a natural drive to serve (Grobler & Flotman, 2020). A leader encourages and directs subordinates to achieve organizational goals by empowering their full potential (Dennis & Bocarnea, 2005). Grobler & Flotman, (2020) developed five indicators in servant leadership, namely love (compassionate leadership and concern for employee development), empowerment (empowerment and trust in team capabilities), service (willingness to support and help employees), altruism (selfless concern for others), and trust (mutual trust between leaders and employees).

Coworker Support

Colleague bolster could be a frame of consolation, care, and assistance that workers feel from individual colleagues within the work environment (De Clercq et al., 2020). This back is exceptionally vital since people fundamentally require companionship and tend to feel despondent in case, they confront challenges alone (Pound et al., 2004). The nearness of back from associates makes a difference make a more positive work environment and advances employees' mental well-being. De Clercq et al., (2020) recognized two primary markers of associate bolster, to be specific passionate back, which incorporates sympathy, concern, support, and a sense of consolation; and instrumental bolster, which is coordinate help within the shape of merchandise, administrations, or assignment completion to overcome viable issues.

Job Satisfaction

Work fulfillment could be a positive passionate condition felt by representatives towards their

work, which is reflected in their work excitement, discipline, and work comes about accomplished. Work fulfillment contains a major impact on efficiency and achieving organizational objectives, so it is imperative for supervisors to form a work environment that creates workers feel cheerful and fulfilled Seema et al., (2021). People who are fulfilled with their occupations will appear a positive demeanor, devotion, and great execution. Concurring to Anggraini, (2023), work fulfillment is impacted by a few variables, specifically benefit rewards, security at work, interpersonal impact, work environment conditions, and openings for self-development. The markers of work fulfillment concurring to (Seema et al., (2021) incorporate curiously and dependable work substance, steady and steady organization and administration, reasonable compensation or motivations, positive connections with associates, and satisfactory working conditions.

Conceptual Framework

The conceptual system within the figure underneath outlines the relationship between three autonomous factors, specifically Seen Organizational Back, Worker Authority, and Colleague Bolster, on the dependent variable Work Fulfillment. The primary speculation (H1) states that seen organizational bolster emphatically impacts worker work fulfillment. The moment speculation (H2) appears that worker authority fashion too has an impact on work fulfillment. Besides, the third speculation (H3) tests the impact of associate back on work fulfillment. At last, the fourth speculation (H4) tests the synchronous impact of the three free factors on work satisfaction, which is demonstrated by the dabbed line within the chart. This system gives a hypothetical premise for understanding how the organizational environment and interpersonal connections can shape the level of representative work fulfillment.

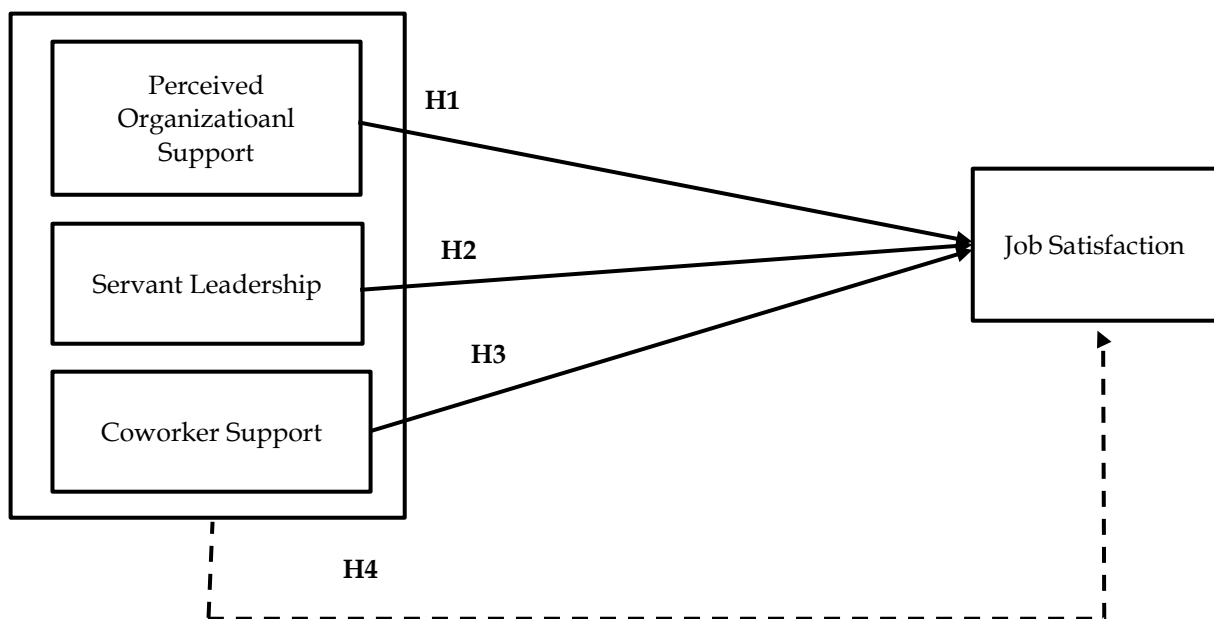


Figure 1. Conceptual Framework

Development of hypotheses

Seen Organizational Back is the behavior of the organization in supporting its representatives as a shape of concern for the commitments that have been made amid work (Putra et al., (2024); Sahrah, (2018). This bolster can increment work fulfillment since workers feel esteemed for their endeavors and commitments. Investigate conducted by Sari, (2019) on 100 workers of PT Dwiwira Lestari Haya Biatan Locale Kalimantan appears that Seen Organizational Back includes a positive and noteworthy impact on work fulfillment. In the mean time, investigate by Sulisty & Suhartini, (2019) on 101 workers of P4TK Expressions and Culture Yogyakarta

found that Seen Organizational Back features a positive but immaterial impact on work fulfillment.

H1: Perceived Organizational Support has a positive and significant effect on Job Satisfaction

Hireling Administration could be a authority fashion that prioritizes the interface of subordinates over individual interface (Greenleaf, 2008). Leaders who apply this fashion tend to urge positive reactions from employees (Ratnawati et al., 2012), so that representatives feel more esteemed and this could increment work fulfillment (Howard & Turangan, 2023). Inquire about by Pala'langan, (2021) on 41 instructors appears that Hireling Authority has no impact on work satisfaction. Meanwhile, inquire about by (Al-Asadi et al., 2019) on 205 benefit division workers in Kuwait found that Worker Authority contains a positive and noteworthy impact on work fulfillment.

H2: Servant Leadership has a positive and significant effect on Job Satisfaction

Associate bolster may be a shape of relationship between workers that reflects caring and supporting each other to remain associated to each other. This relationship is imperative in supporting the smooth running of work within the company, and workers who get support from associates tend to feel more fulfilled and able to extend their commitment (Robbins, S. P. & Judge, 2019). Inquire about by Wulani & Junaedi, (2020)) on 156 deals constrain workers within the Surabaya industry appears that co-worker back encompasses a positive and critical impact on work fulfillment. In the interim, investigate by Charoensukmongkol et al., (2016) on 174 workers at the College of Texas found that co-worker bolster incorporates a positive impact on work fulfillment.

H3: Coworker Support has a positive and significant effect on Job Satisfaction.

In Inquire about that's in line is investigate conducted by Maan et al., (2020) which inspected 936 workers who work in different fabricating and benefit divisions with the comes about of Seen Organizational Back having a positive impact on work fulfillment. The Hireling Leadership variable moreover encompasses a positive impact on work fulfillment (Hasanuddin et al., 2021). The comes about of investigate on 34 workers of Grage Jogja Inn by (Kurniawan & Naeni, 2021) state that colleague back encompasses a positive impact on representative work fulfillment

H4: Perceived Organizational Support, Servant Leadership and Coworker Support simultaneously affect Job Satisfaction.

3. Data and Method

To gather primary data for this study, questionnaires were given to CV Sumber Baru Niaga Yogyakarta's employees. Descriptive research provides a detailed explanation of the research findings (Anuriza & Kusumawardhani, 2021). The population of this study consisted of 130 employees, and the sample size was determined using the Slovin formula with a margin of error of 5%, resulting in 98 respondents. The sampling technique used was purposive sampling, where the sample was selected based on certain criteria, such as permanent employment status and minimum work experience of six months.

To measure the variables in this study, instruments were developed based on theoretical foundations and prior research. The instruments used a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The variables in this study include:

1. Perceived Organizational Support (POS/X1), which measures employees' perceptions of how much the organization values their contributions and cares about their well-being. The indicators for this variable include organizational attention, fairness, recognition, and supervisor support.

2. Servant Leadership (SL/X2), which assesses a leadership style that prioritizes the needs of subordinates. The indicators for this variable include empowerment, authenticity, humility, stewardship, and interpersonal acceptance.
3. Coworker Support (DRK/X3), which gauges employees' perceptions of emotional and instrumental support provided by colleagues. The indicators for this variable include informational support, emotional support, and collaborative support.
4. Job Satisfaction (KK/Y), the dependent variable, measures the extent to which employees are satisfied with their work. The indicators include satisfaction with the job itself, supervisors, coworkers, compensation, and promotional opportunities.

Where:

- KK= Job satisfaction (Y), measured from the total score of respondents' answers on job satisfaction indicators.
- POS = Perceived Organizational Support (H1), the total score from the organizational support indicators.
- SL = Servant Leadership (H2), the total score from the servant leadership indicators.
- DRK = Coworker Support (H3), the total score from the coworker relationship indicators.
- α_0 = constant.
- $\beta_1, \beta_2, \beta_3$ = regression coefficients for each independent variable.
- ε = error or residual disturbance.

The data analysis is performed using SPSS software. This model is utilized to determine the effects of perceived organizational support, servant leadership, and coworker support on job satisfaction, both individually (using t-tests) and collectively (using F-tests). Classical assumption tests, such as normality, multicollinearity, and heteroscedasticity, are also conducted to validate the regression model.

Through this approach, the study aims to provide empirical insights into the factors influencing employee job satisfaction and offer a foundation for managerial decision-making within the organization.

4. Results

An equation containing the outcomes of many regression tests is produced when data is processed using IBM SPSS 25, as shown in the table below:

Multiple linear regression analysis tests for variables X1, X2, and X3 are shown in the table below. Multiple linear regression analysis is intended to show the strength of the correlation between two or more variables as well as the direction of the relationship between the independent and dependent variables:

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.476	1.575		.302	.763
POS	.461	.103	.527	4.465	.000
SL	.381	.131	.296	2.905	.005
CS	.174	.116	.112	1.503	.400

Source: Primary data processed, (2024)

The Perceived Organizational Support (POS) variable has a positive and substantial impact on Job Satisfaction, according to the multiple linear regression test findings in Table 1. The regression coefficient is 0.461, the t value is 4.465, and the significance level is 0.000 ($p < 0.05$). This demonstrates that an employee's job happiness increases with perceived organizational support. With a coefficient of 0.381, a t value of 2.905, and a significance of 0.005 ($p < 0.05$), the Servant Leadership (SL) variable also has a positive and significant impact on job satisfaction. This indicates that the servant leadership style also raises job satisfaction. However, the Coworker Support (CS) variable has a positive coefficient of 0.174 but is not significant, with a t value of 1.503 and a significance of 0.400 ($p > 0.05$), so it can be concluded that coworker support does not have a significant effect on job satisfaction in this study.

Table 2. T Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.476	1.575		.302	.763
POS	.461	.103	.527	4.465	.000
SL	.381	.131	.296	2.905	.005
CS	.174	.116	.112	1.503	.400

Source: Primary data processed, (2024)

With a coefficient value of 0.461 and a significance value of 0.000 (< 0.05), the partial test (t-test) results in Table 2 demonstrate that the Perceived Organizational Support (POS) variable significantly and favorably affects Job Satisfaction. This implies that an employee's degree of job satisfaction will rise in tandem with their perception of organizational support. With a coefficient value of 0.381 and a significance level of 0.005 (< 0.05), the Servant Leadership (SL) variable likewise demonstrates a substantial positive impact on job satisfaction, indicating that servant leadership helps to raise employee job satisfaction. However, the Coworker Support (CS) variable, although it has a positive coefficient of 0.174, does not have a significant effect on job satisfaction because its significance value is 0.400 (> 0.05). Thus, only POS and SL are statistically proven to have a significant effect on job satisfaction in this study.

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.890 ^a	0.792	0.785	2.49720

Source: Primary data processed, (2024)

The coefficient of determination (R^2) in equation model 1 (perceived organizational support, servant leadership, and colleague support for job satisfaction) was 0.785, or 78.5%, according to the results of the multiple regression study above. This indicates that the independent variable influences the dependent variable by 78.5% and that 21.5% is influenced by factors other than the study variable. Thus, it can be concluded that there is a 78.5% correlation between job satisfaction and the link between leader-member and organizational support.

Table 4. F Test Result

Model	R	Sum of Squares	df	Mean Square	F	Sig.
Regression		2226.344	3	742.115	119.005	.000 ^b
Residual		586.186	94	6.236		
Total		2812.513	97			

Source: Primary data processed, (2024)

The results from the table above show that the calculated f value is obtained as 16.225, while the f table value at $df\ 1 = k$ (number of independent variables) = 3, $df\ 2 = n - k - 1$ ($98 - 3 - 1$) = 95 is 3.092, which indicates that f count is greater than f table (119.005 is greater than 3.092). However, the significant value of 0.000 is smaller than 0.05, which means 0.05 is smaller. Thus, the F test shows that perceived organizational support, servant leadership, and coworker support have a simultaneous effect on employee job satisfaction.

5. Discussion

The influence of perceived organizational support on job satisfaction

According to Hypothesis 1, job satisfaction is positively and significantly impacted by perceived organizational support. The study is consistent with research (Sulistyo & Suhartini, 2019) that was done among 936 employees in various manufacturing and service industries as well as 101 employees of the Yogyakarta Arts and Culture Educator and Education Personnel Development and Empowerment (P4TK). Employees will be emotionally pleased with their work when they see that the company values and cares about their efforts. The study's findings support those of Maan et al. (2020), who found that proactive personality and empowerment operate as intermediary variables to enhance work satisfaction through perceived organizational support (POS). Perceived organizational support encourages employees to be more content and devoted by reinforcing the idea that the business values their contributions and well-being. Following organizational reorganization, POS has a major impact on employee job satisfaction and organizational commitment, according to a study by Putra et al. (2024) published in the *Mirai Management* magazine. Similar findings were demonstrated in the public service sector by Akgunduz et al. (2023), who found that POS can greatly boost work devotion in the tourist sector and lessen work stress.

The influence of servant leadership on job satisfaction

According to Hypothesis 2, work satisfaction, the dependent variable, is not significantly impacted by servant leadership. The study is consistent with that of (Pala'langan, 2021) for 41 teachers and not with that of (Hasanuddin et al., 2021) for 72 Central Sulawesi Provincial Industry and Trade Office personnel. Job satisfaction among employees was not found to be influenced by leaders who have a servant leadership style, often known as servant leadership. Even though the study's findings suggest that servant leadership has a negligible impact, international research, including a systematic review by Eva et al. (2019), demonstrates that, when combined with a supportive corporate culture, servant leadership increases employee engagement and satisfaction. In contrast, a study conducted by Al-Asadi et al. (2019) on Kuwait's service industry discovered that a servant leadership style promotes both internal and external employee happiness.

The influence of coworker support on job satisfaction

According to Hypothesis 3, the dependent variable of job satisfaction is not significantly impacted by partial coworker support. The study is not consistent with the studies of (Kurniawan & Naeni, 2021) to employees of the Grage Jogja Hotel and (Wulani & Junaedi, 2020) to 156 employees who work as salespeople in the Surabaya industry. Job satisfaction among employees was not found to be influenced by leaders who have a servant leadership style, often known as servant leadership. Previous research has demonstrated the significance of coworker support in enhancing job satisfaction, even if it was not significant in our study. Coworker support has a protective effect on work stress and intention to leave, according to research by De Clercq et al. (2020).

The influence of perceived organizational support, servant leadership, and peer support on job satisfaction

According to Hypothesis 4, job satisfaction is positively and significantly impacted by perceived organizational support, servant leadership, and coworker support all at the same time. The study's findings are supported by studies by (SARTIKA, 2023). The obtained calculated f value of 119.005 indicates this, however the f table value in df with f table indicates that calculated $f > f$ table. The significance value, however, is lower. The three factors' combined impact on job satisfaction is highly significant. This result is consistent with Sartika's study from 2023, which looked at how work happiness, POS, and servant leadership all affected the intention to leave. These three elements support each other in creating a positive, sustainable, and productive work environment. In the context of the hospital sector, this integration has proven to be a key factor in employee retention.

6. Conclusion

This study aims to analyze the influence of perceived organizational support, servant leadership, and coworker support on employee job satisfaction at CV Sumber Baru Niaga Yogyakarta. Based on the results of data analysis, it can be concluded that perceived organizational support has a positive and significant influence on employee job satisfaction. This shows that when employees feel supported and appreciated by the organization, they tend to be more satisfied with their jobs. Meanwhile, servant leadership and coworker support partially do not have a significant effect on job satisfaction, although simultaneously the three variables have a positive and significant effect. These results indicate that the combination of organizational support, servant leadership, and coworker support collectively still play an important role in creating a satisfying work environment.

Managerial Implications Based on the results of the study the management of CV Sumber Baru Niaga is advised to prioritize increasing perceived organizational support as the main strategy in increasing employee job satisfaction. This can be done through providing fair rewards, attention to employee welfare, open two-way communication, and providing training and career development opportunities. Although servant leadership and coworker support were not proven to be partially significant, the company still needs to pay attention to the quality of leadership and collaborative culture because of their contribution to the simultaneous influence on job satisfaction. Continuous efforts in building a supportive and participatory work environment will encourage overall employee loyalty and productivity.

Recommendation

There are various recommendations that might be made in light of the research findings. Given that this variable has been shown to have a major impact on job satisfaction, it is advised that the company improve the way in which employees perceive organizational support (Perceived Organizational Support). The establishment of employee welfare-focused policies, including as training initiatives, career advancement, performance-based rewards, and flexible work schedules, can help make this effort a reality. In order to boost employees' sense of support and value, which eventually improves job satisfaction and loyalty, management must also foster open and efficient communication between leaders and staff.

For future researchers, it is recommended to explore other factors that have the potential to influence job satisfaction, such as organizational culture, work-life balance, physical work environment conditions, and compensation systems. Although in this study Servant Leadership and coworker support did not show a significant effect, further research can consider using moderator or mediator variables to dig deeper into the relationship between these variables. In addition, the use of more varied methodological approaches, such as

qualitative methods through in-depth interviews or case studies, is also recommended to gain a more comprehensive understanding of the dynamics of job satisfaction from the perspective of employees.

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