

The Influence of Job Security, Organizational Support, and Psychological Contract on Job Satisfaction in Organization X

Maindra Fauziannisa¹, Badri Munir Sukoco² and Dewi Retno Suminar³

¹Postgraduate, Universitas Airlangga, Surabaya, Indonesia

²Faculty of Economy, Universitas Airlangga, Surabaya, Indonesia

³Faculty of Psychology, Universitas Airlangga, Surabaya, Indonesia

Keywords: Job Security, Organizational Support, Psychological Contract, Job Satisfaction

Abstract: This research aimed to find out the influence of job security, organizational support, and psychological contract on job satisfaction in company named X. This research was conducted on employees of PT. X in the Surabaya area with the number of research subjects as many as 145 people. The data collection tool in this research is the questionnaire of Job Security measuring instrument compiled by De Witte (2000), Organization Support tools compiled by Eisenberger (1986), Psychological Contracts by Rousseau (1989), and the measurement of job satisfaction composed by Spector (1997). Reliability of the working safety scale is 0.786, organizational support is 0.896, psychological contract is 0.893, and job satisfaction is 0.947. Data analysis was performed with techniques with the help of IBM SPSS 20.0 software. The result showed there is a positive influence of job security on job satisfaction with significance value of 0,000. Positive influence of organizational support on job satisfaction with significance value is 0,000, and positive influence of psychological contract on job satisfaction with significance value is 0,015. This can be interpreted that the higher job security, organizational support, and psychological contract perceived by individuals, the higher job satisfaction of the individual.

1 INTRODUCTION

Job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work, this is evident in the attitude that employees show towards their work (Sulianti 2009). The link between job satisfaction and performance is also examined by several researchers from year to year, among others, Robbins (2003, in Amin 2015) states job satisfaction refers to the general attitude of employees to the job. job satisfaction is an important aspect in the company, employees who have low job satisfaction cannot achieve psychological maturity in work, and allow to become frustrated in their work (Sulianti, 2009). In a study conducted by Latorre (2016) mentioned the factors that can lead to job satisfaction such as job security, organizational support, and fulfillment of psychological contract

Job Security in work can be perceived by employees as a signal that companies pay attention to their welfare, therefore this can lead to positive exchanges and improve employment relationships.

The existence of job certainty is generally understood as an antecedent of job satisfaction and has been proven by various studies (Buitendach & De Witte, 2005; Hellgren, Sverke, & Isaksson, 1999, in Latorre, 2016).

Organizational support is defined as a form of employee opinion regarding the extent to which firms assess contributions and care about employee welfare based on employee performance and whether it is in line with the socio-emotional aspects of employees (Eisenberger, 2002). The existence of support provided by the organization has a positive impact, and in the theory of social exchange it is explained that it can increase the probability of mutual responses (Latorre, 2016). The form of support from the company can produce a positive attitude on the employees to the job that makes employees feel satisfied.

The next factor that can affect job satisfaction refers to Latorre's (2016) study is the psychological contract. The psychological contract illustrates how the reciprocal emotional societal bond between

employee and employer (company) depends on the firm's promises, the employee's obligations, and the extent to which the promise is met (Rousseau, 1995). The high fulfillment of these promises resulted in a positive response from employees. Conway & Briner (2005, in Latorre, 2016) mentions that a psychological contract fulfilled will affect job satisfaction on employees.

Based on the explanation of the problem, the authors are interested to conduct research related to the effect of job security, organizational support, and psychological contract on employee job satisfaction in organization X. It is important to see which independent variables can affect employee work satisfaction conducted in Surabaya, Indonesia.

2 LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction is the degree to which the employee, with the orientation of affection (feeling) or positive attitude, achieves positive outcomes relating to his or her work, either in general or a particular personal aspect (Smith, 1969). In addition, job satisfaction can be interpreted as individual beliefs over work owned now includes promotional opportunities, employment conditions, and opportunities for long-term careers (Borg & Elizur, 1992). Spector (1997) argues that the dimensions that make up job satisfaction are divided into 14 sides, including appreciation, communication, co-workers, benefits, working conditions, work environment, organization, organizational rules and procedures, wages, employee development, promotional opportunities, security, and supervision.

2.2 Job Security

Job security is defined as the stability and continuation of work perceived by individuals (Probst in Tahira, 2003). Occupational security according to Borg & Elizur (1992, in Davy 1997) is defined as the individual's belief in current employment includes promotional opportunities, employment conditions, and opportunities for long-term careers. Work security is essentially a global construct, this definition allows a person's perception of job security that can be affected by the continuity of employment and stability of the job (Tahira, 2003)

2.3 Organizational Support

Organizational support in this study uses perceived organizational support theory which can be interpreted as a form of corporate support that is perceived as a global belief about the extent to which companies can assess contributions, pay attention to welfare, hear complaints, pay attention to life to be achieved and can be trusted to treat employees fairly (Eisenberger, 2001).

2.4 Psychological Contract

The Psychological Contract in Armstrong (2006) is defined as an unwritten contract regarding the expectation of the employee and his employer regarding mutual employment. Sparrow (1999) defines the Psychological contract as an open agreement about the expectations between employees and companies for each other and receiving in return for employment. Psychological contracts represent a dynamic and reciprocal agreement, expectations will increase as commitment increases over time. A psychological contract is an unwritten contract that deals with aspects of social and emotional exchange between workers and employers (Armstrong, 2006).

2.5 Relationship Between Variables

Job security is an important aspect in employee job satisfaction, in the study of Nikolau (2002) explained that employees in America who have a job security have a higher value of satisfaction compared to employees who feel unsafe at work. Whereas In Dixon's research (2007) explained that the support of the organization that is when the company can meet the socio-emotional needs of employees such as emotional support and affiliation can have a positive impact on organizational commitment, employee retention, performance, and job satisfaction. Companies that uphold the importance of psychological contracts will increase employee trust in management, increase organizational commitment, and include high levels of job satisfaction (Anoraga, 2001 in Fujiasih, 2017). Summarized in a study by Latorre (2016) that there is a positive influence on job security, organizational support, and psychological contracts on individual job satisfaction.

3 METHOD

This research is quantitative, with regression analysis techniques, using a simple random sampling approach, with a total of 145 respondents working in company X in the Surabaya area. Instrument used is job satisfaction questionnaire by Spector (1997) as

many as 36 items with reliability of 0.947, work safety questionnaire by De Witte (2000) as many as 4 items with reliability of 0.786, organizational support by Eisenberger (1986) as many as 8 items with reliability of 0.896, and psychological contract questionnaires by Millward & Hopkins (1998) as many as 18 items with reliability of 0.893.

Table 1: Regression Table

	JOB SATISFACTION						Sig.
	Job Security		POS		PsychoContract		
	Model 0	Model 1	Model 2	Model 3	Model 4	Model 5	
<i>Gender</i>	-.181	-.027	-.181	-.104	-.181	-1.174	.036
<i>Age</i>	-.002	-.024	-.002	.056	-.002	-1.721	.984
<i>Employee Status</i>	.075	.082	.075	.043	.075	.435	.384
<i>Years of Working</i>	.115	.100	.115	.059	.115	1.708	.211
<i>Concern</i>		.641					.000
<i>Certain</i>		.139					.040
<i>Supervisor Support</i>				.577			.000
<i>Fairness</i>				.085			.414
<i>Transactional Contract</i>						.581	.562
<i>Relational Contract</i>						9.091	.000
R2	0.068	0.563	0.068	0.472	0.068	0.515	
Delta R2	0.068	0.495	0.068	0.404	0.068	0.447	
Delta F	2.555	78.138	2.555	52.847	2.555	63.469	
P	.000	.000	.000	.000	.000	.015	

4 RESULT

Based on the calculation, the effect is obtained with significance value of 0.000 (<0.05) on job security variable (X1) on job satisfaction (Y). Based on the dimension of job security variable, significance value from Concern dimension is 0.000 and significance value from certain dimensions is 0.040. With these results, they can be concluded that the two dimensions in the job security which certain and concern dimensions affect the job satisfaction.

In the variable of organization support (X2), it influenced on job satisfaction (Y) with significance of 0.000 (<0.05). Based on the calculation of the dimensions, which is supervisor support dimension and fairness dimension, the dimension that affects job satisfaction is supervisor support dimension with significance value of 0.000.

While psychological contract variable (X3) influenced on job satisfaction (Y) with significance 0.015 (<0.05). Based on the calculation of the dimensions, which is relational contract dimension and transactional contract, the dimension that affects job

satisfaction is the relational dimension with a significance value of 0.000.

5 DISCUSSION

The results of this study support previous research by Latorre (2016) that there is a positive influence on job security, organizational support, and psychological contracts on individual job satisfaction.

In line with previous research on the effect of job security on job satisfaction by Utama (2015) that employees who feel safe in work tend to have high job satisfaction. The more the individual feels that his job is safe, the higher the job satisfaction is generated. Therefore, the influence given by Job Security variable to Job Satisfaction variable is positive influence, where the dimension of Job Security that influences the high Job Satisfaction is the dimension of the low level of anxiety (concern dimension) and confidence in the company (certain dimension) both have a positive influence on satisfaction individual work.

Furthermore, the positive influence of organizational support to job satisfaction, where the supervisor support dimension have a greater influence on job satisfaction. So it can be illustrated that the higher the organization's support is perceived by the

employee, the higher the job satisfaction the individual feels. The results of this study are in line with previous research by Baliarti (2014) that to the positive and significant relationship between organizational support and job satisfaction.

The result of the analysis dimensions of organizational support variables in this study is different from the previous research which explains that employees are motivated to improve the work if the working relationship is built on a fair social exchange (Blau 1964). While in this study fairness does not affect employees Job Satisfaction.

Furthermore, there is a positive influence of psychological contract on individual job satisfaction, so it can be illustrated that the higher psychological contracts are fulfilled by the company, the higher job satisfaction will be. The positive influence of psychological contract on job satisfaction is in line with previous research by Anoraga (2001) that employees who work in companies that uphold the importance of psychological contracts will be able to increase the level of job satisfaction in their employees.

In psychological contract there are two dimensions studied namely transactional dimension and relational dimension, In this research which have positive influence to job satisfaction is relational contract while transactional contract does not affect to job satisfaction. Along with previous study by Raja, Johns, Ntalianis (2004, in Sukoco 2018) that individuals with relational contracts, tend to have higher job satisfaction and have stronger commitment to the company.

6 CONCLUSION

There is a positive influence between job security, organizational support, and psychological contracts on job satisfaction in organization X employees. In the job security variable, the dimensions that affect job satisfaction are low levels of anxiety and confidence. While in the organizational support variable, the dimension that affects job satisfaction is the supervisor support, while the dimension of fairness does not affect job satisfaction. Furthermore, in the psychological contract dimension, the dimension that affects job satisfaction is the relational contract dimension, whereas the transactional contract does not affect employees job satisfaction.

REFERENCES

- Amin. M. (2015). Relationship between *Job Satisfaction*. Working Conditions. Motivation of Teachers to Teach and Job Performance of Teachers in MTs. Serang. Banten. *Journal of Management and Sustainability*. 5(3). 141–154
- Armstrong. M. (2006). *A Handbook of Human Resource Management Pracice 10th Edition*. Cambridge University Press. Kogan Page: Philadelphia
- Baliartati. B. O. (2014). Pengaruh *Organizational Support Terhadap Job Satisfaction*. 35–52.
- Davy. J. a. Kinicki. A. J.. & Scheck. C. L. (1997). A test of *Job Security's* direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior*. 18(February). 323–349.
- Eisenberg. R.. Armeli. S.. Rexwinkel. B.. Lynch. P. D.. Rhoades. L.. Eisenberger. R..Rhoades. L. (2001). Reciprocation of *Perceived Organizational Support*. [Article]. *Journal of Applied Psychology February*.
- Eisenberger.R. & F. Vandenberghe. (2002). *Perceived Supervisory Support: Contributions to Perceived Organizational Support and Employee Retention*. *Journal of Applied Psychology*. 87(3).
- Latorre. F.. Guest. D.. Ramos. J.. & Gracia. F. J. (2016). High commitment HR practices. the employment relationship and job performance: A test of a mediation model. *European Management Journal*. 34(4). 328–337.
- Rousseau. D. M.. & Tijoriwala. S. a. (1998). Assessing *Psychological Contracts: Issues, alternatives and measures*. *Journal of Organizational Behavior*. 19(7). 679–695.
- Sulianti. D.. & Tobing. K. L. (2009). Pengaruh Komitmen Organisasional dan Kepuasan Kerja Terhadap Kinerja Karyawan PT. Perkebunan Nusantara III di Sumatera Utara. *Jurnal Manajemen Dan Kewirausahaan*. 11. pp.31-37.
- Tahira. M.. & Probst. T. M. (2003). Development and validation of the *Job Security Index* and the Job ... Development and validation of the *Job Security Index* and the *Job Security Satisfaction scale* : A classical test theory and IRT approach. 451(4). 451–467.
- Utama. I. W. M.. Ardana. I. K.. Dewi. A. A. S. K.. & Sriathi. A. A. A. (2015). Dengan Kepuasan Kerja Sebagai Variabel Pemediasi. *Jurnal Manajemen. Strategi Bisnis. Dan Kewirausahaan*. 9(1).