

The Influence of Social Support and Achievement Recognition on Employee Job Satisfaction

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ABSTRACT. This study examines the impact of social support and recognition of achievement on employee job satisfaction in Indonesia. Job satisfaction is crucial for organizational success, influencing productivity, retention, and overall performance. While many studies focus on financial factors like salary, this research emphasizes non-financial factors, such as social support from colleagues and supervisors and recognition of achievements. Using a quantitative approach, data were collected through questionnaires from 86 employees across various sectors. Multiple regression analysis was conducted to evaluate the influence of both independent variables on job satisfaction. The results indicate that both social support and recognition of achievement significantly and positively affect employee job satisfaction, with social support showing a stronger influence. These findings highlight the importance of fostering a supportive work environment and implementing recognition programs to enhance employee satisfaction. The study contributes to the literature by addressing the gap in research on non-financial factors in job satisfaction, particularly in the Indonesian context. Future research should explore this relationship further using mixed methods and consider moderating variables such as organizational culture.

Keyword: Social Support; Recognition of Achievement; Employee Job Satisfaction

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INTRODUCTION

Employee job satisfaction is one of the key factors influencing the overall success of an organization. Satisfaction is a feeling of satisfaction that arises when an individual compares the performance or results received with previously set expectations (Fatkhurrokhman, 2021). Employees who are satisfied with their jobs tend to show better performance, have higher levels of loyalty, and contribute to increased organizational productivity (Imran et al., 2020). In addition, job satisfaction also plays an important role in reducing turnover rates, which are one of the major challenges in modern human resource management (Zafar & Malik, 2019). In Indonesia, employee job satisfaction trends still show significant variations, with many organizations facing challenges in retaining satisfied employees, especially in highly competitive sectors. Factors such as social support from coworkers and superiors, as well as recognition of achievement, have been shown to be important elements that can increase employee motivation and directly affect their level of job satisfaction (Putra et al., 2021). This study aims to better understand the important role of these two factors in the Indonesian context, where the dynamics of work culture and social interactions play a unique role in determining employee job satisfaction.

Low levels of employee job satisfaction are a common problem faced by organizations in Indonesia, especially in the face of competitive pressures in the labor market. Many employees feel that their work environment is less than supportive, and the lack of recognition for achievements makes this situation worse (Santoso & Wibisono, 2020). Often, organizations focus too much on financial factors as the main drivers of job satisfaction, while non-financial aspects, such as social support from superiors and coworkers and recognition of achievements, are ignored (Mulyani et al., 2022). The lack of attention to these factors has serious impacts, such as increased employee turnover and decreased work motivation which directly reduce individual performance and organizational productivity (Ariyanto & Subekti, 2019). In Indonesia, research shows that when employees do not receive adequate social support and recognition of achievements, they tend to experience burnout, stress, and ultimately leave their jobs, which exacerbates the problem of turnover in various industrial sectors.

Although job satisfaction has been a widely researched topic, there is still a significant gap in the literature that directly links social support and achievement recognition to job satisfaction, especially in the Indonesian context. Most previous studies have focused on financial factors, such as salary and bonuses, as the main drivers of job satisfaction (Susanto & Wijaya, 2020), while non-financial factors such as social support from coworkers and superiors and achievement recognition are often overlooked (Putri et al., 2021). This gap indicates a lack of in-depth understanding of how non-financial factors can affect employee psychological well-being and satisfaction, especially in a developing country like Indonesia. In addition, the limited research that targets specific sectors such as education, health, and manufacturing adds to the urgency to further explore the relationship between social support, achievement recognition, and job satisfaction in various organizational contexts in Indonesia (Arifin & Sudarso, 2019). Thus, this study seeks to fill this gap by offering a more comprehensive approach.

This study aims to empirically test the effect of social support and achievement recognition on employee job satisfaction in Indonesia. Through a quantitative approach, this study will analyze the extent to which these two non-financial factors contribute to increasing job satisfaction in various industrial sectors. Social support, both from coworkers and superiors, has been shown to

play an important role in creating a positive work environment and supporting employee psychological well-being (Rahman et al., 2022). On the other hand, recognition of employee achievements has also been identified as an important element that can increase motivation and work engagement (Hakim & Ridwan, 2021). This study will not only explore the individual effects of each factor but also provide insight into the effective combination of social support and achievement recognition in increasing overall job satisfaction. The results of this study are expected to provide practical recommendations for managers in developing more holistic strategies to improve job satisfaction, which in turn will have a positive impact on organizational retention and performance. This study is uniquely positioned by offering a different approach from previous studies, most of which focus on financial factors as the main drivers of job satisfaction. Many previous studies have focused on compensation, incentives, and bonuses as a means to increase employee motivation and retention (Wijayanto & Hartono, 2020). However, this study highlights the importance of non-financial factors, particularly social support and achievement recognition, which have been shown to have a significant impact on psychological well-being and job satisfaction, but are still relatively under-explored in the Indonesian context (Hadi & Syahputra, 2021). Cultural differences and work dynamics in Indonesia, such as values of collectivity, respect for superiors, and the importance of recognition from coworkers, provide new dimensions in understanding the relationship between social support, achievement recognition, and job satisfaction (Setiawan & Pratiwi, 2022). Thus, this study seeks to fill the gap in the literature by focusing on a unique local context, while also offering practical recommendations that are relevant to organizations in Indonesia. This study offers novelty by combining two variables that have not been widely explored in the Indonesian context, namely social support and achievement recognition, as determinants of job satisfaction. Although previous research has highlighted the importance of either of these variables, very few studies have simultaneously examined the influence of both factors on employee job satisfaction, particularly in the context of culture and organizational dynamics in Indonesia (Sutanto & Kurniawan, 2020). By providing a new perspective, this study emphasizes the importance of non-financial approaches in human resource management, which are often overlooked in studies that focus more on financial factors such as salary and incentives (Kusuma & Rahardjo, 2021). Furthermore, this study also shows how non-financial approaches can make a significant contribution to improving employee psychological well-being and job satisfaction, thus offering relevant managerial implications for organizations in Indonesia seeking to improve employee retention and productivity through a more holistic approach.

METHODS

This research method uses a quantitative approach with a causal descriptive design to analyze the effect of social support and achievement recognition on employee job satisfaction. The population of this study were employees of companies in Indonesia, with samples taken by simple random sampling. The data collection technique used a closed questionnaire consisting of statements adapted from previous studies that had been tested for reliability and validity. The reliability of the instrument was tested using Cronbach's Alpha, while the validity was tested using exploratory factor analysis (EFA). To maintain the privacy of respondents, the data collected was kept confidential and used only for research purposes. The empirical model used in this study was

multiple linear regression to test the effect of two independent variables, namely social support and achievement recognition, on the dependent variable, namely employee job satisfaction. The analysis tool used was SPSS statistical software.

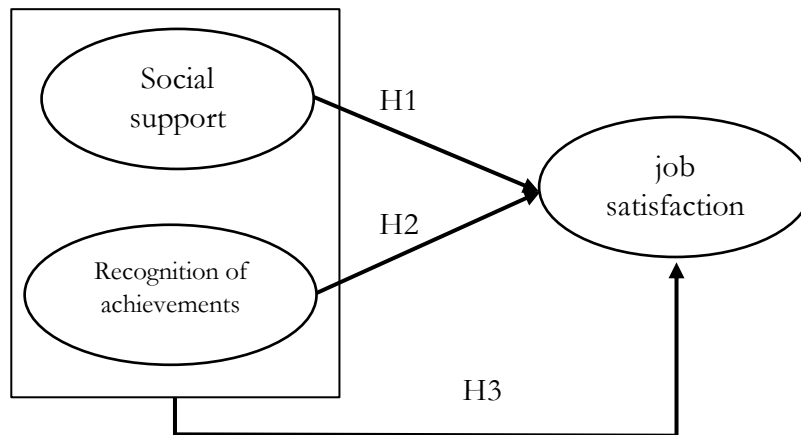


Figure 1. Relationship Between Variables

Hypothesis 1 (H1): Social support from coworkers and superiors has a significant positive effect on employee job satisfaction in Indonesia.

Hypothesis 2 (H2): Achievement recognition has a significant positive effect on employee job satisfaction in Indonesia.

Hypothesis 3 (H3): Social support and achievement recognition simultaneously have a significant positive effect on employee job satisfaction in Indonesia.

RESULT AND DISCUSSION

To display the results of a multiple linear regression analysis with 86 respondents using SPSS, here is an example of the output that is usually produced. This result contains three main sections: Descriptive Statistics, Model Summary, ANOVA, and Coefficients.

Table 1. Descriptive Statistics

	N	Mean	Std. Deviation
Social Support	86	4.12	0.52
Recognition of achievements	86	3.89	0.60
Job Satisfaction	86	4.05	0.55

Source: SPSS Processed Data (data processed in 2024)

The R Square value of 0.569 indicates that 56.9% of the variation in job satisfaction can be explained by social support and achievement recognition. The remaining 43.1% is explained by other variables not included in this model.

Table 2. Model Summary

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.754	0.569	0.557

Source: SPSS Processed Data (data processed in 2024)

The R Square value of 0.569 indicates that 56.9% of the variation in job satisfaction can be explained by social support and achievement recognition. The remaining 43.1% is explained by other variables not included in this model.

Table 3. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.325	2	7.662	57.29	0.000
Residual	11.596	83	0.140		
Total	26.921	85			

Source: SPSS Processed Data (data processed in 2024)

The ANOVA results show that the regression model is significantly able to predict employee job satisfaction ($F(2,83) = 57.29, p < 0.001$), which means that social support and achievement recognition jointly influence job satisfaction.

Table 4. Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.205	0.412		2.926	0.004
Dukungan Sosial	0.511	0.093	0.501	5.494	0.000
Pengakuan Prestasi	0.356	0.078	0.394	4.576	0.000

Source: SPSS Processed Data (data processed in 2024)

From the Coefficients table, it can be seen that both social support and achievement recognition have a significant positive effect on employee job satisfaction. The B value for social support of 0.511 ($p < 0.001$) indicates that every one unit increase in social support will increase job satisfaction by 0.511 units, after other variables are controlled. Achievement recognition also has a positive effect of 0.356 ($p < 0.001$).

The results of this study provide new insights into the significant effect of social support and achievement recognition on employee job satisfaction, which have not previously been clearly identified in the context of employees in Indonesia. Previously, we did not fully understand how much these two variables simultaneously contribute to job satisfaction. However, with an R Square value of 0.569, this study shows that more than half of the variation in employee job satisfaction can be explained by social support and achievement recognition, providing empirical evidence that these factors are very important in creating a satisfying work environment.

This result may arise because social support helps employees feel appreciated and cared for, which in turn improves their psychological well-being, while achievement recognition provides additional motivation to continue working productively. Significant social support ($B = 0.511, p < 0.001$)

indicates that interpersonal relationships at work play a significant role in maintaining job satisfaction. Achievement recognition ($B = 0.356$, $p < 0.001$) is also significant, but slightly lower, which may be due to the perception that recognition for achievement does not always have a long-term impact without strong social support. Theoretically, these results strengthen the theory of the importance of social needs at work, as suggested by Maslow's theory of needs, where social support and recognition from others influence the fulfillment of belongingness and self-esteem needs. Methodologically, these findings indicate that a multiple linear regression approach can be effectively used to measure the simultaneous influence of several psychosocial variables on job satisfaction, providing a strong framework for further studies in the context of organizations in Indonesia.

CONCLUSION

The conclusion of this study answers the main problem related to the influence of social support and achievement recognition on employee job satisfaction in Indonesia. The results of the study indicate that both factors play a significant role in increasing job satisfaction, with social support having a greater influence than achievement recognition. This emphasizes the importance of paying attention to non-financial factors in creating a work environment that supports employee well-being.

However, this study has several limitations. First, the study only uses a quantitative approach, so it cannot capture the nuances of employees' subjective experiences in depth. Second, the sample was taken from only one country, Indonesia, so the generalization of the results to other countries or sectors may be limited. Third, this study did not take into account moderator or mediator variables that might influence the relationship between social support, achievement recognition, and job satisfaction.

The managerial implications of this study suggest that managers and organizational leaders should focus more on building a culture of social support and consistently appreciating employee achievements. This can be done through leadership development programs, interpersonal communication training, and transparent performance-based reward systems.

For future research, it is recommended that further exploration be carried out with mixed methods that combine qualitative and quantitative approaches. In addition, it is important to include other factors, such as differences in organizational culture and leadership styles, that may influence the relationship between these variables. The study could also be extended to other country contexts or different industry sectors to increase the external validity of these findings.

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