



The Influence of Perceived Organizational Support and Perceived Discrimination on Job Satisfaction (Study on CV. Indo Samudra dan PT. Lumbang Nusantara Nastiti)

Yu Alam*¹, Habibullah Jimad²

^{1,2} Faculty of Economics and Business, Universitas Lampung, Indonesia

Address: The second line of the University of Lampung, Prof. Dr. Jl. Prof. Dr. Ir. Sumantri Brojonegoro No.1, Bandar Lampung City, Lampung 35141

Author's correspondence: yualamid@gmail.com*

Abstract. *This study aims to determine the effect of perceived organizational support on job satisfaction of employees of CV Indo Samudra and PT Lumbang Nusantara Nastiti, and to determine the perception of discrimination on job satisfaction of employees of CV Indo Samudra and PT Lumbang Nusantara Nastiti. The type of research used in this study uses quantitative research, using associative methods. The population in this study amounted to 158 and the sample used was 135 employees of CV Indo Samudra and PT Lumbang Nusantara Nastiti with the sampling technique, namely proportionate stratified random sampling. Data analysis using multiple linear regression analysis and hypothesis testing, namely the T test. The results of the T test test show that perceived organizational support has a significant positive effect on job satisfaction of employees of CV Indo Samudra and PT Lumbang Nusantara Nastiti and perceived discrimination has a significant negative effect on job satisfaction.*

Keywords: *Perceived Organizational Support, Perceived Discrimination and Job Satisfaction.*

1. INTRODUCTION

Organizational support is considered very important because it determines the behavior of workers, the support can be in the form of attention from the leadership to subordinates and can also be in the form of adequate work environment conditions in supporting employee performance (Metria & Riana n.d, 2018). Gaudet & Tremblay (2017) state that employees who receive perceived organizational support will feel indebted to the organization and will be willing to reciprocate, especially by doing the same thing such as paying attention to the welfare of the organization and helping the organization achieve its goals. Individuals who feel supported by the organization are more confident that their contributions will be recognized at their fair value in the future (Gaudet & Tremblay, 2017). Therefore, employees who feel that they receive organizational support are likely to return this good experience by improving performance towards the organization. Eva et al (2020) found that when employees are given support by the organization, they feel a greater sense of obligation towards the organization and their team members, and are more likely to reciprocate positively. In addition, perceptions of organizational support can help override negative feelings associated with certain discriminatory incidents of certain individuals in the workplace, thus preventing negative reactions to discriminators from generalizing the organization (Triana, 2010). Therefore,

research on perceived organizational support and perceived discrimination towards employee job satisfaction is very important, especially in efforts to improve job satisfaction. This research can provide insight into what factors influence decision making about perceived organizational support towards job satisfaction and provide recommendations for organizations to improve employee performance and productivity.

One indicator of perceived organizational support according to Eisenberger et al. (1986) is the utilization of talent, which is the extent to which the organization utilizes and supports to continue to develop every talent possessed by each person. CV. Indo Samudra and PT. Lumbung Nusantara Nastiti in supporting their employees in utilizing and continuously improving their skills conduct competency training in their fields. This is also done to ensure that employees at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti have high job satisfaction. This is consistent with the opinion of Islam & Ahmed (2018) who state that employees who have strong beliefs in their skills and abilities are more likely to describe higher levels of satisfaction with their work. The following is employee training data at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti in 2023.

Table 1. Employee training data at CV. Indo Samudra (2023)

No.	Training Name	Date	Durati on	Particip ants	Training Type	Organizer/ Speaker
1.	Shrimp Cultivation Techniques	January 15-17, 2023	3 days	18	Basic Training	Dr. Ir. Budi Santoso, M.Sc
2.	Disease Eradication	March 20-21, 2023	2 days	11	Seminar	Dr. Lina Wati
3.	Productivity Improvement	7-8 Juni 2023	2 days	15	Seminar	Fisheries Service
4.	Waste Treatment Techniques	September 20-22, 2023	3 days	5	Workshop	PT. AquaFeed
5.	Modern Pond Technology	October 5-6, 2023	2 days	15	Seminar	Ir. Susianto, M.T.

Source: Data From CV. Indo Samudra, (2024)

Table 2. Employee training data at PT. Lumbung Nusantara Nastiti (2023)

No.	Training Name	Date	Durati on	Partici pants	Training Type	Organizer/ Speaker
1.	Pond Management and Pond Processing	January 20-23, 2023	4 hari	20	Seminar	PT. ShrimpAqua
2.	Water Quality Management	May 5-6, 2023	2 hari	2	Pelatihan Internal	Hendri Sutopo, M.Sc
3.	Productivity Improvement	June 9-10, 2023	2 hari	19	Seminar	Fisheries Service

Source: Data from PT. Lumbung Nusantara Nastiti, (2023)

Indicators of perceived organizational support according to Eisenberger et al. (1986) is talent utilization. CV Indo Samudra and PT Lumbung Nusantara Nastiti in seeing the performance and talents of a person also conduct and open opportunities to become a place for field work practice (PKL). In this context, CV. Indo Samudra and PT. Lumbung Nusantara Nastiti provide promotions for field work practice participants who have shown outstanding performance and potential to join as employees, as a form of recognition for their contribution and as a long-term investment for the company. The following is data on fieldwork students who have become employees at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti from 2021.

Table 3. Data on field work practice students who become employees at CV. Indo Samudra (2021-2023)

Year of Joining	The Origin of The School	Major	Gender	Total
2021	SMKN 1 Ngambur	Fisheries	Male	2
		SMKN 1 Ngambur	Fisheries	Male
2022	SMKN 1 Bengkunt Belimbing		Accounting and Finance	Famele
		Automotive Light Vehicle Engineering	Male	1
2023	SMKN 1 Ngambur	Fisheries	Male	4
			Famele	1
		Accounting and Finance	Male	1
			Famele	1

Source: Data From CV. Indo Samudra, (2023)

Table 4. Data on field work practice students who become employees at PT. Lumbung Nusantara Nastiti (2021-2023)

Year of Joining	The Origin of The School	Major	Gender	Total
2021	SMKN 1 Ngambur	Fisheries	Male	1
		Accounting and Finance	Female	1
2022	SMKN 1 Ngambur	Fisheries	Male	2
		Accounting and Finance	Female	2
2023	SMKN 1 Ngambur	Fisheries	Male	4
		Accounting and Finance	Female	1

Source: Data from PT. Lumbung Nusantara Nastiti, (2023)

Research by Babhoutak et al. (2020) stated that perceived discrimination is the perception of systematic exclusion due to background characteristics. Discrimination can occur for many reasons such as differences in gender, age, socio-culture, and religious teachings (Jainudin & Pitaloka, 2016). Employees who feel rejection from others or are treated not the same as others make these employees unable to work optimally according to Allport (in Triana et al., 2015). Direct discrimination has a stronger negative impact on work because it is easily identified, unlike indirect discrimination (Triana et al., 2015). This perceived discrimination in the workplace signifies a perceived lower status and they are treated unequally or treated differently compared to people from different backgrounds.

Perceived discrimination is identified as a chronic stressor that has a detrimental impact on health as it is uncontrollable and unpredictable (Sutin et al., 2015). Physiological and behavioral mechanisms are both implicated in the relationship between discrimination and health. Greater discrimination may be associated with greater stress and result in an increased physiological stress response, which increases the risk of morbidity and mortality (Sutin et al., 2015). Individuals who experience discrimination will engage in unhealthy behaviors (e.g. smoking), and the stress of discrimination can also increase behaviors to limit and make healthy choices. In addition to perceived discrimination affecting the physical health of an employee perceived discrimination can also negatively affect a person's psychological health (Szaflarski & Bauldry, 2019). It is important to learn about discrimination because the perception affects key areas of human resource management and development, such as recruitment, compensation, organizational culture, and employee relations. The effects of this perceived discrimination can be mitigated by organizational efforts in addressing existing problems (Ali

et al., 2015). Therefore, the study will look at the effect of perceived discrimination on job satisfaction.

Based on the theory put forward by Vauclair & Rudnev (2023), it states that the presence of two or more social minority statuses simultaneously poses a greater risk of discrimination than the risk posed by each status. Jainudin & Pitaloka (2016) state that discrimination can occur for many reasons, one of which is due to the socio-cultural diversity of a place. Based on the results of data collection at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti has a fairly high diversity with the following socio-cultural diversity data.

Table 5. Comparison Of Socio-Cultural Diversity

	Lampung	38
CV. Indo Samudra	Jawa	24
	Sunda	11
	Bali	7
	Other	6
	Lampung	22
PT. Lumbung Nusantara Nastiti	Jawa	41
	Sunda	2
	Bali	5
	Other	2

Source: Pre-research survey, (2024)

Based on socio-cultural diversity data on employees of CV Indo Samudra and PT Lumbung Nusantara Nastiti, it can be seen that these two companies show significant diversity. In CV. Indo Samudra Lampung ethnicity is the most ethnic with 38 people and Javanese ethnicity in second place with 24 people, while at PT. Lumbung Nusantara Nastiti Javanese ethnicity has the most number with 41 people and Lampung ethnicity with 22 right below it.

Diversity in this case not only reflects rich cultural multiculturalism but can also be considered a positive and negative asset for the company (Gündemir et al., 2019). In addition, the impact of this diversity can lead to perceived discrimination (Jainudin & Pitaloka, 2016). With diversity, it is expected that a conducive and harmonious work environment is formed to support employee job satisfaction. It is important to see that in this case the perception of organizational support at CV Indo Samudra and PT Lumbung Nusantara Nastiti helps to override the negative effects of perceived organizational support reactions to discriminatory behavior (Triana, 2010).

Jainudin & Pitaloka (2016) in their research found that in addition to socio-cultural diversity, a high level of diversity in age and gender can lead to feelings of perceived discrimination. Jainudin & Pitaloka (2016) explained that employees outside a certain age and gender range may feel less involved in programs organized by the company or feel less supported in their career development. CV Indo Samudra and PT Lumbang Nusantara Nastiti have significant differences in age and gender which can affect perceived discrimination as mentioned in the study (Jainudin & Pitaloka, 2016). The following is age and gender data at CV Indo Samudra and PT Lumbang Nusantara Nastiti sourced from the management data of each company that has been grouped.

Table 6. Comparison of Age and Gender on CV. Indo Samudra

	<20	21-30	31-40	>40
Male	8	15	20	17
Female	3	8	11	4

Source: Data from CV. Indo Samudra, (2023)

Table 7. Comparison of Age and Gender at PT. Lumbang Nusantara Nastiti

	<20	21-30	31-40	>40
Male	3	17	18	13
Female	1	7	10	3

Source: Data from PT. Lumbang Nusantara Nastiti, (2023)

From the data provided regarding the age of employees of CV Indo Samudra and PT Lumbang Nusantara Nastiti, it can be seen that the age distribution of employees is quite varied. In CV. Indo Samudra, the largest number is in men with an age range of 31-40 years with a total of 20 people, while for the number of employees at PT. Lumbang Nusantara Nastiti, the largest number is in men with an age range of 31-40 years as many as 18 people, the least number of employees in CV. Indo Samudra and PT. Lumbang Nusantara Nastiti are women with an age range of <20 years as many as 3 and 1 people respectively.

Based on the theory of Exacerbation effects proposed by Vauclair & Rudnev (2023) that the presence of two or more social minority statuses simultaneously poses a greater risk of discrimination than the risk posed by each status. Therefore, this study can explore more deeply how the interaction between various diversity factors can strengthen or weaken the exacerbation effects associated with discrimination. It is also important to see that negative feelings from coworkers and working conditions can be a measure of job satisfaction Robbins and Judge (in Hanafiah, 2013).

An employee certainly has personal goals that are different from the company's goals to be achieved. Therefore, integration between company goals and employees' personal goals is needed so that there is no overlap. The needs of each employee must be known and taken into account so that the goals of the company and employees can be well integrated. The impact on employee performance and job satisfaction is very important because it has a major impact on achieving company goals and objectives (Oamen, 2022). The running of an organization is influenced by how satisfied employees are with their work, this can have a positive or negative impact on the industry (Kartika Sari, 2019). Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction depending on the individual's assessment of job aspects such as pay, promotion, working conditions, coworkers, and supervision that are perceived in accordance with the individual's wishes (Kartika Sari, 2019). The more aspects of the job that match the individual's wishes, the higher the level of satisfaction he feels and if the fewer aspects of the job that match the individual's wishes, the lower the level of satisfaction he feels (Kartika Sari, 2019).

2. LITERATURE REVIEW

Perceived organizational support is the belief felt by employees about how the organization's ability to consider, value, and respect each individual in terms of interests and backgrounds. Gaudet & Tremblay (2017) in their research argue that perceived organizational support is organizational action that shows respect for all employees and can help improve employee perceptions of neutrality (that authority figures maintain a neutral policy towards existing differences), trust in authority, and position (the perception that their group is respected by the organization). Another opinion regarding Perceived Organizational Support is put forward by Rhoades & Eisenberger (in Metria & Riana, 2018) that perceived organizational support refers to employee perceptions regarding the extent to which the organization values contributions, provides support, and cares about their welfare. When employees feel that their organization supports them in their daily work, through providing appropriate rewards and showing concern for their welfare, employees usually reciprocate with a better attitude towards the organization (Eva et al., 2020).

Perceptions of organizational support are influenced by factors as described in the research of Kurtessis et al. (2017) include treatment by organizational members, the quality of employee-organization relationships, human resource practices and working conditions, and the relative importance of manager support, fairness, and dispositional affectivity. In addition,

the measurement of perceived organizational support in this study uses dimensions and indicators developed by Eisenberger et al. (1986) including employee performance, appreciation of extra effort, consideration of goals and opinions, salary, talent utilization, job satisfaction, help with job problems, mistakes, and promotions.

Perceived discrimination is defined as the behavioral manifestation of negative attitudes, judgments, or unfair treatment of members of a group (Szaflarski & Bauldry, 2019). Furthermore, a different opinion was expressed by Allport (in Triana et al., 2015) perceived discrimination is defined as the denial of equal treatment to individuals because of their group membership. In addition, according to Babhoutak et al. (2020) perceived discrimination is the perception of systematic exclusion due to background characteristics, and high levels are significantly associated with anti-democratic attitudes and willingness to use violence. Another opinion from Sutin (2015) discrimination is based on differences in personal characteristics that are associated with aspects of physical, emotional, and cognitive health. Most workplace discrimination that has been studied relates to discrimination related to gender, race, and sexual orientation and how these perceptions affect relationships with coworkers and other stakeholders (Ali et al., 2015). Moreover, when individuals feel persecuted because of their group membership, the impact of diversity involves interactions between individuals and they often feel alienated and angry, which can result in negative work-related behaviors (Ali et al., 2015).

The factors that affect Perceived Discrimination described in Vauclair & Rudnev (2023) include additive or cumulative effects, exacerbation effects and inurement effects. In addition, this study uses items and indicators put forward by Mena et al (in Sanchez & Brock, 1996), which include peer assessment, interpersonal interactions, working conditions and rewards.

Robbins and Judge (in Hanafiah, 2013) define job satisfaction as an individual's general attitude towards his job, the difference between the number of rewards a worker receives and the number that the worker believes should be received. Furthermore, a different opinion was expressed by Kartika Sari (2019) that job satisfaction can be described as how positive or negative a person feels about various aspects of his job, as well as how a person responds to different job conditions. Job satisfaction will arise when every employee's needs are met. In addition, job satisfaction can be influenced by factors of good work environment conditions and supporting employees in all matters relating to work. Job satisfaction is one of the affective reactions that employees have to their jobs, and is determined by comparing actual job results

with the results desired by employees (Chung et al., 2017). Kartika Sari (2019) found that although most research exists on this phenomenon, there is little research on the effect of perceived organizational support. Perhaps due to the dearth of research relating to perceived organizational support and perceived discrimination, there is a lack of consensus among researchers regarding the influence of these variables on job satisfaction.

According to Syafrina (2018) there are two factors that can affect job satisfaction, namely employee factors and work factors. In addition, according to Robbins and Judge (in Hanafiah, 2013) in their research, there are six indicators on Job Satisfaction, including supervision, the job itself, coworkers, wages, promotions and working conditions.

3. METHODS

Instrument Requirements Test

validity and reliability test

Validity test (validity test) according to (Sugiyono, 2019) is a tool used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire. The validity test is carried out using the Pearson correlation method. If $r_{\text{count}} > r_{\text{table}}$ then validity occurs. Of all the sub-indicator items, the value of $r_{\text{count}} > r_{\text{table}}$ (0.168), thus all the statement items in the variables of perception of organizational support, perceived discrimination and job satisfaction in this study are declared valid. The author uses the help of the SPSS (Statistical Program and Service Solution) 20.0 program in the validity test in this study.

Meanwhile, for the reliability test in this study using Alpha Cronbach, this method is used to calculate the reliability of the research instrument with the help of SPSS version 20.0 for Windows. The reliability coefficient of alpha cronbach (α) ≥ 0.5 . If the reliability coefficient value is found to be less than 0.5, the measuring instrument is considered unreliable (Sugiyono, 2019).

Data Analysis Requirements Test

normality and multicollinearity test

Normality Test according to Sugiyono (2019) aims to test whether the regression model of the dependent variable and the independent variable both have a normal distribution or not. To test normality in this study, the Kolmogotov-Smirnov test was used. The author uses the help of the SPSS (Statistical Program and Service Solution) 20.0 program in the Normality Test in this study.

Multicollinearity test is conducted to find out whether in a regression model there is a correlation between independent variables (Ghozali, 2016). Multicollinearity test is intended to prove or test whether there is a linear relationship between one independent variable, namely the variable of perceived organizational support (X_1) with another independent variable, namely the variable of perceived discrimination (X_2). Symptoms of multicollinearity can be identified using the VIF (Variance Inflation Factor) and Tolerance Value. If the VIF value is greater than 10, there are symptoms of multicollinearity and if the Tolerance Value is less than 0.1, there are symptoms of multicollinearity (Ghozali, 2016). In this multicollinearity test, the author uses SPSS (Statistical Program and Service Solution) 20.0.

Data Analysis Method

The author uses the analysis method with a multiple linear regression model in the research process. Multiple linear regression is used to determine the influence of independent variables, namely perceived organizational support (X_1) and perceived discrimination (X_2) with the dependent variable, namely job satisfaction (Y).

Calculation of multiple linear regression analysis with the formula:

$$Y = a + b_1X_1 + b_2X_2$$

Description:

- Y = Value of dependent variable (Job Satisfaction)
- a = Constant
- b = Regression coefficient
- X_1 = Value of first independent variable (Perceived Organizational Support)
- X_2 = Value of second independent variable (Perceived Discrimination)

Hypothesis Testing

t-test

Partial test (t-test) is used to test whether each independent variable, namely perceived organizational support (X_1) has a positive and significant influence on the dependent variable, namely job satisfaction (Y) and perceived discrimination (X_2) has a negative influence on the

dependent variable, namely job satisfaction (Y) partially. Decision-making rules in the t-test using the SPSS (Statistical Program and Service Solution) 20.0 program.

The hypothesis used is:

- a. The influence of perceived organizational support (X_1) on job satisfaction (Y)
Ho: Perception of organizational support (X_1) does not affect job satisfaction (Y) on employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.
Ha: Perception of organizational support (X_1) affects job satisfaction (Y) on employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.
- b. The effect of perceived discrimination (X_2) on job satisfaction (Y)
Ho: Perceived discrimination (X_2) does not affect job satisfaction (Y) on employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.
Ha: Perceived discrimination (X_2) affects job satisfaction (Y) on employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.

Decision making criteria:

- a. If $t_{\text{count}} > t_{\text{table}}$ then Ho is rejected and Ha is accepted. This means that the perception of organizational support (X_1) and perceived discrimination (X_2) have a significant effect on job satisfaction (Y) of employees at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.
- b. If $t_{\text{count}} < t_{\text{table}}$ then Ho is accepted and Ha is rejected. This means that the perception of organizational support (X_1) and perceived discrimination (X_2) do not have a significant effect on job satisfaction (Y) of employees at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti

4. RESULT

This study uses primary data obtained through questionnaires. The questionnaires distributed were 135 to two organizations, namely CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.

Respondent Data

Respondent characteristics are grouped according to age and gender. To clarify the characteristics of the respondents in question, a table is presented regarding the respondents as explained below:

respondent characteristics based on age

Table 8. Percentage of Respondents Based on Age

No.	Age	Total	Percentage(%)
1.	< 20 Years	14	10,37
2.	21 – 30 Years	40	29,63
3.	31 – 40 Years	50	37,04
4.	> 40 Years	31	22,96
Total		135	100,0

Source: Processed data results, (2024)

Based on the table above from the data frequency test, it was found that the characteristics of respondents based on age, age < 20 years with a frequency of 14 people, characteristics of respondents based on age 21 - 30 years with a frequency of 40 respondents, then the characteristics of respondents based on age 31 - 40 years as many as 50 people and characteristics of respondents with age > 40 years as many as 31 respondents.

respondent characteristics based on gender

Table 9. Percentage of Respondents by Gender

No.	Gender	Total	Percentage(%)
1.	Male	94	69,63
2.	Female	41	30,37
Total		135	100,0

Source: Processed data results, (2024)

Based on the table above from the results of the data frequency test, the characteristics of respondents based on male gender with a frequency of 94 respondents (69.63%), and based on female gender as many as 41 respondents (30.37%). The data above shows that the characteristics based on the gender of the sample. In this study, it was dominated by male respondents.

Multiple Linear Regression Test Results

Table 10. Correlation Coefficient

Variable	R	R Square
Perceived Organizational Support (X₁) and Perceived Discrimination (X₂)	0,755	0,570

Source: Processed data results, (2024)

Based on the results in the table above, it is known that the correlation coefficient (R) value is 0.755 which indicates a strong correlation between the variables. While the determination coefficient value R^2 (R square) of 0.570 indicates that job satisfaction (Y) is influenced by the perception of organizational support (X₁) and perceived discrimination (X₂) in employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti is 57% indicating a weak level, the remaining 43% is influenced by other factors or variables.

Table 11. Multiple Linear Regression Analysis Results

Variable	B	Std.Error
<i>Constanta</i>	22,730	1,788
Perceived Organizational Support (X ₁)	0,202	0,040
Perceived Discrimination (X ₂)	-0,152	0,015

Source: *Processed data results, (2024)*

The dependent variable in this study is job satisfaction (Y), while the independent variables are perceived organizational support (X₁) and perceived discrimination (X₂). The regression model based on the results of the analysis above is:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 22,730 + 0,202X_1 + -0,152X_2 + e$$

So the interpretation of the equation above is as follows:

1. The value of a of 22.730 is a constant, namely the state of the job satisfaction variable (Y) has not been influenced by other variables, namely the variables of perceived organizational support (X₁) and perceived discrimination (X₂). If the perceived organizational support (X₁) and perceived discrimination (X₂) have a value of 0, then the job satisfaction variable does not change.
2. b₁ (regression coefficient value X₁) of 0.202, shows that the variable of perception of organizational support (X₁) has a positive influence on job satisfaction (Y), which means that every 1 unit increase in the variable of perception of organizational support (X₁) will increase job satisfaction (Y) by 0.202.
3. b₂ (regression coefficient value X₂) of -0.152, shows that the perceived discrimination variable (X₂) has a negative influence on job satisfaction (Y), which means that every 1 unit increase in the perceived discrimination variable (X₂) will decrease job satisfaction (Y) by 0.152.

Hypothesis Test Results

Hypothesis testing is conducted to prove the research hypothesis. The hypothesis in this study is related to the significant influence of the independent variable partially on the dependent variable. Hypothesis testing in this study uses the t-test, by comparing t_{count} to t_{table} with a confidence level of 95% and $\alpha = 0.05$.

Table 12. t-test Results

Variable	T count	T table	Sig	Alpha	Condition	Conclusion
Perception of Organizational Support (X ₁)	6,904	1,978	0,000	0,05	0,000<0,05	Significantly Positive Influence
Perceived Discrimination (X ₂)	-11,235	1,978	0,000	0,05	0,000<0,05	Significantly Negative Influence

Source: Processed data results, (2024)

1. Based on the table above from the results of the t-test, the value of the organizational support perception variable (X₁) was obtained with a calculated $t_{value} > t_{table}$, namely (6.904 > 1.978) and a sig value < alpha, namely (0.000 < 0.05). Therefore, the conclusion is that the organizational support perception variable (X₁) has a significant positive effect on job satisfaction (Y) on employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.
2. Based on the table above, the results of the t-test with a negative t_{count} result (-11.235) indicate a negative effect on the job satisfaction variable (Y). In addition, a sig value of 0.000 was also obtained while with $\alpha = 0.05$. So the sig value is smaller than the value (0.000 < 0.05). So, the conclusion is that the perceived discrimination variable (X₂) has a significant negative effect on job satisfaction (Y) on employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti.

5. DISCUSSION

Effect of Perceived Organizational Support (X₁) on Job Satisfaction (Y)

This study highlights the influence between perceived organizational support (X₁) and job satisfaction (Y) among employees at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti. Based on research by Kartika Sari (2019), it shows that there is a positive influence between perceptions of organizational support and organizational justice on job satisfaction. This is supported by the results of the average respondent value on the perceived organizational

support variable of 4.63, which means that the majority of respondents feel that CV. Indo Samudra and PT. Lumbung Nusantara support employees in their work. Based on the results in this study obtained from the t test where the value of the perceived organizational support variable (X_1) with a $t_{\text{count}} > t_{\text{table}}$ value, namely ($6.904 > 1.978$) and a sig value $< \alpha$, namely ($0.000 < 0.05$). Therefore, it can be concluded that the perceived organizational support variable has a significant positive effect on job satisfaction (Y) in employees of CV Indo Samudra and PT Lumbung Nusantara Nastiti.

The Effect of Perceived Discrimination (X_2) on Job Satisfaction (Y)

The average result of respondents' answers on the perceived discrimination variable is 2.07, which means that the majority of respondents feel that at CV. Indo Samudra and PT. Lumbung Nusantara there is no discriminatory behavior. However, a small proportion of respondents received negative treatment in the form of perceived discrimination or in the form of different treatment from others. Based on the multiple linear regression test obtained (X_2 regression coefficient value) of -0.152, indicating that the perceived discrimination variable (X_2) has a negative effect on job satisfaction (Y), which means that every 1 unit increase in the perceived discrimination variable (X_2) will reduce job satisfaction (Y) by 0.152. However, the results of the effect of the perceived discrimination variable (X_2) on job satisfaction (Y) are not greater than the effect of perceived organizational support (X_1) on job satisfaction (Y) for employees at CV. Indo Samudra and PT. Lumbung Nusantara Nastiti. Because based on the results of multiple linear regression tests (X_2 regression coefficient value) of -0.152, it shows that the perceived discrimination variable (X_2) has a negative effect on job satisfaction (Y), which means that every 1 unit increase in the perceived discrimination variable (X_2) will reduce job satisfaction (Y) by 0.152.

Based on the findings of the t test, the perceived discrimination variable (X_2) negatively affects job satisfaction (Y) in employees of CV Indo Samudra and PT. Lumbung Nusantara Nastiti. This means that if employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti get perceived discrimination (X_2) it will affect their level of job satisfaction (Y), because they receive feelings of alienation due to differences in social class or perceived exclusion because they are different. This is supported by the theory of perceived discrimination according to Ali et al. (2015) perceived discrimination is related to lower social class and lower social class is associated with lower job satisfaction.

6. CONCLUSION

Based on the results of the t test data processing, the research conclusions are obtained for employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti, namely:

1. Perceived organizational support (X_1) has a significant positive effect on job satisfaction (Y).
2. Perceived discrimination (X_2) has a significant negative effect on job satisfaction (Y).

ADVICE

Based on the results of the research that has been conducted, in an effort to increase job satisfaction in employees of CV. Indo Samudra and PT. Lumbung Nusantara Nastiti, suggestions that can be taken and used as input or consideration for decisions to be made in relation to perceptions of organizational support and perceived discrimination to create high job satisfaction in the organization include.

1. Companies can pay attention to aspects such as providing ongoing training covering the latest shrimp farming techniques, water quality management, and the use of modern technology in aquaculture. In addition, it can also offer managerial and leadership skills enhancement programs for staff who have high potential to occupy key positions in the organization. This training support is not only limited to technical aspects, but also includes soft skills training such as effective communication, teamwork, and problem solving. To encourage work-life balance, the company provides health facilities, sports activities, and mental well-being programs.
2. One suggestion that can be implemented is to increase diversity awareness and training and reduce bias in recruitment, promotion and payroll policies and practices. In addition, it is important to establish an inclusive work environment where every individual feels valued and supported, regardless of their background or identity. Organizations can also strengthen discrimination complaint handling systems and provide psychological support to employees who have experienced discrimination.

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