

The Role of Social Support as Moderating Variable of the Influence of Proactive Personality and Organizational Justice on Proactive Work Behavior

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ABSTRACT

The exploration objective was to determine the role of social support as a moderator on the influence of proactive personality and organizational justice on proactive work behavior. Information was gathered among 160 worker working in PT. Karya Agung Megah Utama, Agam area. The examination instrument was a poll conveyed to respondents. Information examination utilizing SEM PLS. The outcomes demonstrated that proactive character and authoritative equity have a positive and critical impact on proactive work conduct. Social support was not moderator on the relationship between proactive personality and proactive work behavior. Meanwhile, social support as a moderator strengthens the effect of organizational justice on proactive work behavior.

Keywords: *social support, proactive personality, organizational justice, proactive behavior*

1. INTRODUCTION

The current business competition in the industrial 4.0 era has changed the way companies look at managing the company. If the management of its employees is considered well, the company can keep up with the changes. This is because employees are the movers of the company every day. Employees have great potential to carry out the company's activities. Employees are expected not only to have initiative, high creativity, but also to follow technological developments. In addition, companies also need employees who are not only willing to work, but are willing and able to make changes for the progress of the company.

Companies also want employees who have their own initiative to increase organizational effectiveness. In other words, companies need employees who have proactive work behavior. Employees with proactive work behavior will actively seek opportunities, show initiative, and are persistent in bringing about meaningful changes [1]. A person's proactivity lies in one's behavior, not in response to external stimuli, meaning that the individual is acting. Employees are one of the important things in a company, therefore

proactive behavior must be possessed by an employee so that the company's performance can increase and the overall maximum.

Previous research has tested antecedents of proactive behavior, such as proactive personality and organizational justice (eg, [2]). This study extends previous research by examining social support as a moderator in this relationship. This is because the emergence of proactive behavior can be supported by social support.

2. LITERATURE REVIEW

2.1. Proactive Work Behavior

Employees who have proactive work behavior will suggest new ways to achieve goals and propose new ideas to improve performance. Proactive behavior is a specific form of motivated behavior at work, where employees take the initiative to improve current conditions or create new ones. [1]. Productive work behavior emphasizes work activities and individuals have the initiative to make changes that benefit the organization [1]. Proactive work behavior is an act of self-initiative and future orientation that aims to change and improve one's situation [3]. Proactive work

behavior is behavior that is able to take initiative, control one's own life, make choices according to values, think before reacting, and realize that they cannot control everything that happens. Some indicators that illustrate that employees have proactive work behavior are the ability to have the freedom to choose responses, the ability to take initiative and the ability to be responsible for their choices. Forms of proactive work behavior include taking charge, voice, individual innovation, and problem prevention[4]. Employees who have proactive work behavior will show anticipatory behavior and focus on the future with the aim of bringing change both to the situation they face, themselves, other people, groups, and organizations [5]

2.2. Proactive Personality

Proactive personality revealed that employees who have a proactive personality are not pressured by situational pressures, employees will solve various problems, feel responsible for looking for opportunities, show initiative, take action, and are persistent until changes occur in their environment [6]. The changes that result from proactive behavior must be better and consistent with the mission of the organization. Representative proactive character is required by organizations today. This is on the grounds that the work environment is more decentralized, more serious, and has more weight for development. Along these lines, it is significant for associations to discover representatives who are willing and ready to impact and adapt to quick natural changes instead of latently adjusting to those progressions[3].

2.3. Organizational Justice

Organizational justice has an important role in shaping individual behavior, both positive and negative behavior. One form of positive behavior that has not been widely associated with organizational justice is proactive work behavior related to official work behavior. Organizational justice research at the individual level on the effect of organizational justice directly determines individual behavior. The empirical results support this, that individual perceptions of organizational justice will shape individual positive attitudes related to organizational support, superior-subordinate exchanges, and trust. These various attitudes will then shape individual behavior such as citizenship behavior and helping behavior [7].

In light of social help hypothesis, representatives who get social help can be seen when they feel thought about and helped by different individuals from the network [8]. The help that clients get can emphatically influence their self-adequacy (that is, individual decisions about how well an individual can play out the important activities to create a specific outcome). This will bring about a sensation of prosperity as a decreased dread of committing errors, more proficient decisions,

fearlessness, a feeling of social joining and an expansion in good disposition, among different results. At the point when clients profit by social help, almost certainly, they will build up a feeling of shared commitment which will lead them to offer help to other network individuals[9]. In any case, this commitment should be deciphered as good, not negative, since clients don't feel committed to one another, particularly clients, they are more persuaded to help other basic clients[10].

2.4. Framework and Hypotheses

Research has also found support for the main effects of proactive personality on proactive behavior [12];[4].

H1: Proactive personality has an effect on proactive work behavior

Studies likewise show that view of hierarchical reasonableness have a solid relationship with authoritative citizenship conduct [2];[13]. Pekurinen et al. (2017) Low hierarchical reasonableness may adversely affect attendants 'conduct towards collaborators and can prompt helpless representative patient connections and change medical caretakers' conduct towards patients [14]. Impression of treachery can undermine workers' assets and give them a sensation of wrong assets. It causes them to feel disappointed and even wears it, which, thusly, forms into depleted and ruinous authoritative conduct, for example, robbery, harm, withdrawal, badgering[15].

H2. Organizational justice has a positive and significant effect on proactive work behavior

The relationship between proactive personality and a number of outcome variables is highly dependent on the presence of other variables, such as social support. This illustrates that if employees get social support from both their superiors and co-workers, then employees who have a high proactive personality can provide positive work behavior, such as being proactive towards work and their environment. Its conceptual model it suggests an interaction between organizational justice and social support [16]. Employees who perceive distributive, procedural, and interactional justice will have a strong influence on proactive behavior if supported by social support from their superiors and colleagues.

H3. Social support as moderator on relationship between proactive personality and proactive work behavior

H4. Social support can strengthen the effect of organizational justice on proactive work behavior

Based on the description above, the conceptual framework can be described schematically as follows

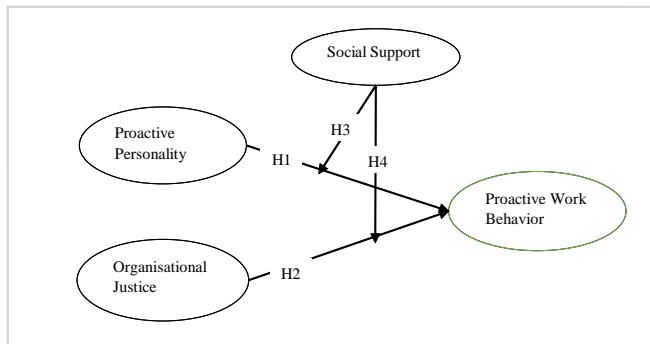


Figure 1. Research model

3. METHODS

This research is a type of quantitative research. Research in May 2020 at PT. Karya Agung Megah Utama Agam Regency, West Sumatra, Indonesia. The population in this study were 266 employees of PT. Karya Agung Megah Utama. The sample in this study were employees of PT. Karya Agung Megah Utama totaling 160. The sampling technique is random sampling. The measurement of proactive work behavior is 8 statement items such as implementing ideas for self-improvement, suggesting ideas for improvement to colleagues, suggesting ideas for improvement to managers, superiors, or others [17]. Measurement of organizational justice: (1) Distributive Justice, (2) Procedural Justice, (3) Interactional Justice [18]. The measurement of social support refers to Margeon & Humphrey (2006) which consists of 6 statement items such as I have the opportunity to develop close friendships at work, I have the opportunity to get to know other people at work, I have the opportunity to meet other people in my work. Measurement of Proactive Personality is 10 items of insight as I am constantly looking for new ways to improve my well-being, wherever I am, I am excited to make changes for the better, I am very enthusiastic when my ideas come true [19]. All research instruments that the authors use are 1-5 scale questionnaires.

4. RESULT

Table 1. Demographics (n =160)

Gender	Frequency	Percentage (%)
Male	115	72
Female	45	28
Age (years)		
16-25	12	8
26-35	53	33
36-45	65	41
>46	30	19
Occupation		
Mekanik	9	6
Maintenance	15	9

Operator	54	34
Harvesting	54	33
Loading	16	10
Education		
Junior high school	17	11
Senior High School	123	77
Diploma	11	7
Bachelor	9	6

Table 2. Descriptive statistics of each scale

Item	Cronbach's Alpha	Composite Reliability	AVE
Social Support	0,943	0,954	0,777
Organizational Justice	0,983	0,984	0,817
Proactive Personality	0,973	0,976	0,803
Proactive Work Behavior	0,969	0,973	0,821

Based on Table 2. The convergent validity value can be seen from the AVE value. It aims to measure the level of variance of a construct component compiled from the indicator. The recommended AVE value must be more than 0.5. AVE value for all constructs > 0.5. The convergent validity value can be seen from the AVE value. The recommended AVE value must be more than 0.5. Composite reliability is the stage used to test the reliability of the indicators of a variable. An indicator can meet the requirements of being reliable if it has a composite reliability value > 0.6. The Cronbach's Alpha value above 0.6 means that the Cronbach's Alpha value indicates a good level of reliability. The Cronbach alpha value in the study ranged between 0.70 and 0.90 which was considered very satisfying [20]. The value of composite reliability can be seen that the value of each variable in composite reliability is above 0.6. Thus these results indicate that each research variable has met the assessment criteria so that it can be concluded that all variables are said to be reliable.

Table 3. R Square

Variable	R Square	R Square Adjusted
Proactive Work Behavior	0,114	0,086

Based on Table 3, R² proactive work behavior is 0.086, meaning that the proactive personality and organizational justice variables explain the proactive work behavior variable by 8.6%, the remaining 91.4% is explained by other constructs outside those examined in this study. The rule of thumb used in this study is a hypothesis that has a positive beta coefficient with a significance level of p-value 0.05 (5%).

Table 4. Result of the Research Hypotheses

Hypothesis	Original Sample	Mean	STD	T Statistics	P Values
Social Support -> Proactive Work Behavior	0,139	0,150	0,080	1,737	0,041
Organizational Justice -> Proactive Work Behavior	0,180	0,189	0,073	2,460	0,007
Proactive Personality -> Proactive Work Behavior	0,140	0,144	0,079	1,762	0,039
Moderating Effect 1 -> Proactive Work Behavior	0,066	0,066	0,076	0,865	0,194
Moderating Effect 2 -> Proactive Work Behavior	-0,166	-0,157	0,088	1,871	0,031

Discussion

From the results of testing the first hypothesis (H1) the effect of proactive personality on proactive work behavior at a confidence level = 95% and a significance level of p-value <0.05 resulted in a p-value of 0.039 (p <0.05). Based on the results above, it can be concluded that if the proactive personality increases, then the proactive work behavior will increase. So it can be said that the hypothesis is accepted. Some organizations consider proactive behavior initiated by employees themselves, change-oriented, and future-directed to facilitate positive change in internal organizations) to be part of the job, emphasize its value to employees, and more seeks to find employees with a proactive orientation [4].

From the results of testing the second hypothesis (H2) the effect of organizational justice on proactive work behavior at a level of confidence = 95% and a significance level of p-value <0.05 resulted in a p-value of 0.007 (p <0.05). This implies that the aftereffects of the subsequent speculation demonstrate that authoritative equity has a positive and critical direct impact on proactive work conduct. Hierarchical equity is established in social trade hypothesis, which regards public activity as a progression of consecutive exchanges between at least two gatherings [21]. In this exchange, assets are traded through a corresponding cycle. Low hierarchical equity may adversely affect attendants' conduct towards associates and can prompt helpless worker persistent collaborations and change medical caretakers' conduct towards patients [22].

From the results of testing the third hypothesis (H3) social support moderate proactive personality influences on proactive work behavior at level of confidence = 95% and a significance level of p-value <0.05 resulting in a p-value of 0.194 (p <0, 05). So it can be said that

the hypothesis is rejected. The study of social support has focused on the main-effect and buffering (moderator) hypothesis of social support. Tournau & Frese (2013) suggests that the relationship between proactive personality and a number of outcome variables is highly dependent on the presence of other variables, such as social support. This illustrates that if employees get social support from both their superiors and co-workers, then employees who have a high proactive personality can provide positive work behavior, such as being proactive towards work and their environment. From the results of testing the hypothesis between the role of social support on the effect of organizational justice on proactive work behavior at a level of confidence = 95% and a significance level of p-value <0.05, resulting in a p-value of 0.031 (p <0.05). Parker & Bindl (2010) in their conceptual model suggest an interaction between organizational justice and social support. Employees who perceive distributive, procedural, and interactional justice will have a strong influence on proactive behavior if they are supported by social support from their superiors and colleagues.

5. CONCLUSION

Proactive personality and organizational justice have a positive effect directly on proactive work behavior. The proactive personality and organizational justice, is more proactive work behavior will be increase. Social support cannot moderate proactive personality of proactive work behavior. If proactive personality of proactive work behavior is moderated by social support, it will not have an effect on proactive work behavior. Social support a moderator has a negative effect on organizational justice on proactive work behavior. If organizational justice of proactive work behavior moderated by social support increases, then proactive work behavior will decrease, so it can be said that the fourth hypothesis is rejected.

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