

## Applying Social Exchange Mechanism to Determine Proactive Behavior in Regional Development Banks

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### ABSTRACT

This research has its purpose to analyze the effect of perceived organizational support (POS) and job satisfaction toward proactive behavior among employees who work in East Java regional development banks. A total of 92 senior officers participated in the study by filling out a complete online questionnaire which was distributed within one month. The collected primary data was then analyzed using path analysis techniques, as this technique aimed to test the direct effect of POS on proactive behavior and indirectly through job satisfaction. The finding reveals show that the effect of POS toward job satisfaction is found to be very large, indicating that POS is the most important determinant of job satisfaction. Meanwhile, compared to POS, job satisfaction has the greatest effect on proactive behavior. This shows that there is an important mediating role from job satisfaction on the effect of POS on proactive behavior. The greater the support felt by senior officers, the more satisfied they will be at work and tend to be more proactive at work. Social exchange theory can explain how proactive behavior can be displayed by individuals in an organization, but the results imply the need for further studies to explore more broadly other potential determinants of proactive behavior.

Keywords: Perceived Organizational Support, Job Satisfaction, Proactive Behavior.



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### INTRODUCTION

Banks are typical financial service provider organizations that are needed as financial intermediary institutions in society. Services provided by banks are activities of collecting and channeling funds (Arfah, 2021), and therefore the rapid development of banking requires bank management to be able to manage its business properly (Budiwati, 2017). Even though of course in terms of management, bank organizations are known to be more rigid and very firm in strengthening the pillars of good governance (Becht et al., 2011), and therefore highly uphold an ethical work climate within the organization (Dharmanegara et al., 2022; Sunardi & Pradesa, 2019). Therefore, the existence of a bank is certainly needed in society to contribute to economic and business development in an area, both in villages and cities.

In Indonesia, the achievement of banking performance is inseparable from the contribution of the employees who are in it. Human resources are one of the most important things in maintaining business continuity and achieving company goals. Companies are increasingly concerned about managing human resources because companies do not want to lose their best people, of course, this also applies to the banking sector. Competition in the financial services sector, especially banking, has increased rapidly recently (Budiwati, 2017), with external factors that can affect the bank's reputation (Nurfaidah & Hastuti, 2018). The pressure at work in the banking sector has increased in such a way as to demand maximum performance for every individual in an organization. In addition, the way of developing society and especially its structural aspect by strengthening the national banking system. The system has to be more competitive, greater resilience, and a more contribution to the national economy. The Financial Services Authority has even developed a blueprint for the Development of Human Resources in the Financial Services Sector 2021-2025. The vision of this blueprint is "Creating professional, integrity and globally competitive human resources in the financial services sector in order to improve the performance of the financial services sector." . Financial Services Authority Regulation have concerning about Human Resources aspect for Commercial Banks, banks are required to develop the quality of human resources through continuous improvement of human resources competencies and provide funds for human resource development in each financial year. This reflects the urgency of managing quality human resources in banking organizations to provide maximum added value to the output generated at work.

However, the performance of employees is important for every organization, and therefore understanding individual performance can be examined from various perspectives and certain related factors. Many factors can affect a person's performance in working at a bank, for example, leadership and motivation are known to be able to drive the performance of bank employees (Hirarto & Sartika, 2021). On the other hand, there have been many studies that have reviewed how job satisfaction and employee commitment can affect employee performance (Awan & Asghar, 2014; Kaitana & Adolfini, 2021; Lovely et al., 2019; Mardiani & Dewi, 2015; Marimin & Santoso, 2020; Romadhona & Wahyuningtyas, 2019). However, satisfaction and commitment have been known to be important as a form of individual attitude mechanism that can strengthen the relationship between employees and the internal marketing of the bank (Bailey et al., 2016). Meanwhile, in the perspective of social exchange theory, an employee's commitment can be increased by social exchange mechanisms that make him feel obligated to do a good job (Pradesa et al., 2018, 2021; Putranto et al., 2022). At a bank, employees are required to produce maximum output in their work, and feel obligated to achieve the organizational's goal.

Proactive behavior can be understood as a form of positive behavior at work and is recognized as important in an organization (Cooper-Thomas et al., 2014; Crant, 2000; Ghitulescu, 2016). This proactive behavior encourages individuals to study their work environment as a whole and helps them anticipate potential problems that may occur within the company (Grant & Ashford, 2008). In explaining the proactive behavior of individuals in organizations, the theoretical framework of social exchange is considered to be an important foundation in explaining the empirical phenomena that occur. The greater the support from the organization that a person receives, the more satisfied they are, and this should increase the tendency to behave proactively at work. Proactive person will do their best to improve their quality of life and work results. Proactive behavior is self-initiative and future-oriented actions, which it is believed to have a positive impact on the organization. Individuals tend to show proactive behavior at work because it is a form of reciprocation of what he feels in the organization, it can be about how much he feels supported and satisfied with his job.

The social exchange perspective can explain the pattern of relationships between employees and organizations, and banking organizations are no exception. Several previous empirical results have reviewed how the organizational support felt by employees working in the banking sector is

known to increase their commitment (Fard et al., 2015; Mohammadpanah, 2016; Setyanti et al., 2022). Several interesting things were revealed in the relationship between the concepts, among others, job satisfaction was found to have more influence on POS when compared to employee commitment (Setyanti et al., 2022). Several interesting things were revealed in the relationship between the concepts, among others, job satisfaction was found to have more influence on POS when compared to employee commitment (Ahmed & Nawaz, 2015; Aly & Hashish, 2017; Herianto & Yanuar, 2021), in addition, POS encourages affective commitment (Dawud et al., 2018; Pradesa et al., 2019) and felt obligation (Harijanto et al., 2022; Pradesa et al., 2021) between individuals. The different relationship patterns between these concepts indicate that there is a dynamic understanding of how social exchange theory works in an organization.

From a theoretical perspective on organizational support, the most important thing is that individuals in an organization will personify the organization as an organism or living thing with specific aims and objectives (Aselage & Eisenberger, 2003; Kurtessis et al., 2017). Reciprocal or reciprocal norms between organizations and individuals are the basis of this theory which leads to the resulting form of attitudes and behavior that supports the achievement of organizational goals. The mechanism of social exchange theory can explain how organizational support felt by a person can encourage him to do better and be proactive at work. Therefore, the conceptual framework model developed in this study is causal, by looking at the effect of POS and job satisfaction on proactive behavior in working for senior officers at regional development banks.

The theory of organizational support is perceived to be able to fulfill employees' needs for approval, emotional support, appreciation, and affiliation. Perceptions of organizational support also give rise to norms of reciprocity where desire or a sense of obligation leads to greater effort on behalf of the organization (Caesens et al., 2016; Eisenberger et al., 2001; Pradesa et al., 2018). A high level of perceived organizational support satisfies employees' need for approval, appreciation, and social identity, and generates expectations that high performance and extra-role behavior from employees will be rewarded by the organization.

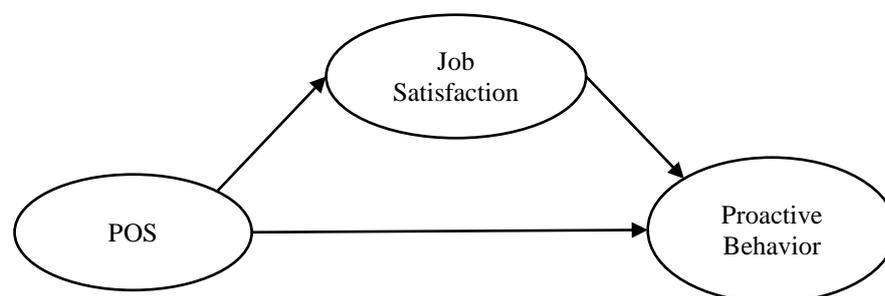
Empirically, previous research has explained the connection between organizational support in the form of attitude mechanisms and individual behavior in the banking sector (Fard et al., 2015; Herianto & Yanuar, 2021; Mohammadpanah, 2016) but there is no specific study that reviews the joint role of support and job satisfaction in proactive behavior in senior officers who work in banking organizations. It is known that there are empirical results that show determinants of proactive behavior such as POS and distributive justice (Agustina & Harijanto, 2022; Shin & Kim, 2015). So this research seeks to integrate perceived organizational support, job satisfaction, and proactive behavior in a research model that will be tested empirically. Therefore, this study specifically seeks to explain the simple mechanism of social exchange in banking organizations. An important question in this research is whether the senior officer in Regional Development Banks who feel supported by the organization and feel satisfied with their work are more likely to be able to increase proactive behavior.

## **METHODS**

This study is cross-sectional and uses a quantitative paradigm, with the development of a conceptual model based on social exchange theory (SET) in explaining individual's proactive behavior in organization. This research is designed to describe the existence of a causal relationship between several situations described in the variables, and on that basis, a general conclusion is drawn. Quantitative research is used to find new concepts or thesis, researchers first develop proportions and hypotheses to then be tested with quantitative data. This research was conducted at regional development banks in East Java with a target sample of senior officers. The selection of this senior officer is based on technical considerations and phenomena in the field that

the officers of this category are employees who have more experience and have a longer working period, but it is necessary to study how much proactive behavior they show.

With the nature of deductive reasoning in the quantitative method, this study builds a conceptual framework to examine factors that can potentially influence a person's proactive behavior in an organization. The foundation of social exchange theory is used as the basis for the research thinking framework, and therefore the conceptual framework is shown in Figure 1, which shows the relationship between concepts. While the proposed hypothesis refers to the connection between variables in the research model, in which it is shown on direct effect of POS to proactive behavior or indirectly through job satisfaction intermediation.



**Figure 1. Conceptual Framework**

H1 = Higher perceived organizational support among senior officers would lead to greater job satisfaction

H2 = Higher perceived organizational support among senior officers would lead to greater proactive behavior

H3 = Higher job satisfaction among senior officers would lead to greater proactive behavior

H4 = Job Satisfaction has an important mediating role in the effect of perceived organizational support on proactive behavior

The development of research instruments for the variables observed in this study refers to previously established concepts. Some concepts such as POS are well-known in the early literature (Eisenberger et al., 2001; Kurtessis et al., 2017) and this also applies to job satisfaction (Dharmanegara et al., 2021; Porter et al., 1974; Sindhu, 2013). The perceived organizational support (POS) instrument is operationalized into 6 indicators with the example of the statement "regional development banks care about my well-being". Job satisfaction is developed in a measurement instrument consisting of 5 indicators with the example of the statement "regional development banks give a competitive salary". While the proactive behavior in this study was adapted from Bateman & Crant, (1993) dan Parker et al., (2006), and consists of four indicators with an example of the statement "play an active role as a senior officer at work". All instruments were developed by measuring a Likert scale (1 strongly disagree - 5 strongly agree) as a self-assessment by respondents according to what they feel based on facts in the field.

The data that has been collected is then analyzed using the appropriate technical approach. In this case path analysis is used to examine the effect of POS on proactive behavior directly and indirectly through job satisfaction. The results of the research are then interpreted to answer the important questions posed by this research.

## RESULTS AND DISCUSSION

A total of 92 senior officers participated in this study, the majority of whom were male senior officers (n = 48 or 52.2 percent of the respondents), while the rest were female senior officers (n =

44 or 47.8 percent of the respondents). This condition indicates that the number of senior officers based on gender can be considered quite proportional because the difference in the number of male and female officers is not too large. Table 1 reveals the mean score for each variable in this study. The highest value lies in POS which is 3.94 and the lowest is in proactive behavior which is 3.23. These results indicate that senior officers at regional development banks feel considerable support, while on the other hand, senior officers feel job satisfaction at a moderate value, with this applied to the proactive behavior they display in the organization. Job satisfaction was found at a moderate value (3.36), indicating that most of the senior officers at the regional development banks were quite satisfied with the work they were doing.

**Table 1. Mean of Variables, Standard Deviation, and Intercorrelations (n = 92)**

Variables	Mean (SD)	1	2	3	4
1. POS	3.94 (1.001)	<i>(.937)</i>			
2. Job Satisfaction	3.36 (0.996)	0,883**	<i>(.739)</i>		
3. Proactive Behavior	3.23 (0.967)	0,784**	0,920**	<i>(.899)</i>	

Notes: \*\*p, 0.01; \*p, 0.05; Cronbach's alphas for each scale are italicized and shown in the diagonal

Sources: Data Processed (2022)

Table 1 reveals the mean score for each variable in this study. The highest value lies in the POS of 3.94, and the smallest mean value is in the proactive behavior of 3.23. Table 1 shows a high Cronbach's alpha coefficient with a range of 0.739 to 0.937, which indicates a good level of reliability for each construct observed in this study. Based on the correlation coefficient generated through data analysis, it was found that the correlation value between POS and job satisfaction was very high ( $r = 0.883$ ,  $p < 0.001$ ), indicating a very positive relevance of POS with job satisfaction. While the correlation value between POS and proactive behavior was found to be high ( $r = 0.784$ ,  $p < 0.001$ ), while the correlation value between job satisfaction and proactive behavior was found to be very large ( $r = 0.920$ ,  $p < 0.001$ ). The findings from the correlation value between variables show a positive value and on average are categorized as large. It is indicated that there is a linear relationship between the variables, namely POS with job satisfaction and proactive behavior, and job satisfaction with proactive behavior.

**Table 3. Result of Path Analysis**

Relationship	Standardized Coefficient Beta	t-value	p-value
POS ( $X_1$ ) --> Job Satisfaction ( $Z_1$ )	.883	17.850	.000
POS ( $X_1$ ) --> Proactive Behavior ( $Y_1$ )	.325	3.981	.000
Job Satisfaction ( $Z_1$ ) --> Proactive Behavior ( $Y_1$ )	.633	7.754	.000

Sources: Data Processed (2022)

Table 6 shows the effect value on each relationship between variables, accompanied by statistical t-values and p-values. The significance used is 5 percent, with the t-table criteria of 1.960. This means that the p-value of each relationship between variables indicates that each influence is categorized as significant.

H1 = Higher perceived organizational support among senior officers would lead to greater job satisfaction

Based on the table, the effect of POS on job satisfaction ( $\beta_1$ ) is known to be 0.883 (t-value 17,850, sign .000) which indicates that the effect is significant. It can be concluded that hypothesis 1 is accepted, which means that the higher the POS, the more satisfied senior offices will be with their jobs. The value of this effect was found to be very large and confirms some of the previous empirical results that POS is considered to be a very strong predictor of job satisfaction (Fard et al., 2015; Mohammadpanah, 2016; Setyanti et al., 2022). POS is an important determinant of job

satisfaction in terms of the social exchange theoretical framework (Rumangkit, 2020). This also applies to regional development banks with senior officer analysis units, where the support they feel from the organization is quite large, with this also affects their sense of satisfaction with the work they do at regional development banks.

H2 = Higher perceived organizational support among senior officers would lead to greater proactive behavior

Based on the table, the influence of POS on proactive behavior ( $\beta_2$ ) is known to be 0.325 (t-value 3.981, sign .000) which indicates that the effect is significant. It can be concluded that hypothesis 2 is accepted, which means that the higher the POS, the more satisfied senior officers will be with their jobs. Organizational support felt by senior officers was found to be quite good, and this was found to increase the tendency for proactive behavior in the workplace. Unfortunately, in this study, the value of proactive behavior was found at a moderate level (3.23), while POS was found at a fairly good value (3.94). Even though the support felt by senior officers from their organizations was quite good, it turned out that this was considered capable of increasing the tendency to behave proactively at work.

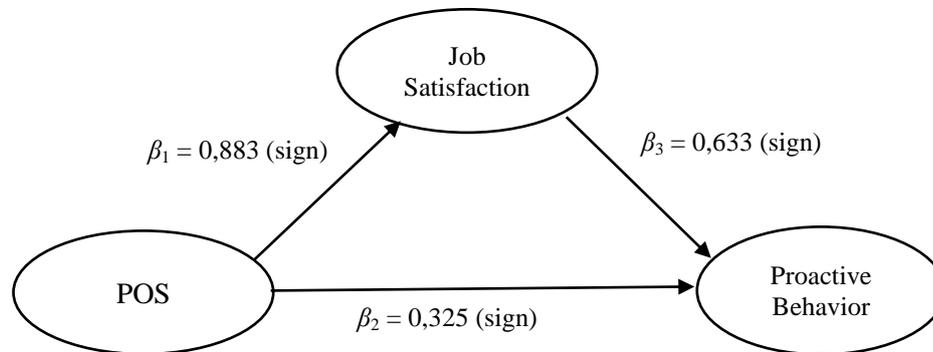
H3 = Higher job satisfaction among senior officers would lead to greater proactive behavior

Based on the table, the effect of job satisfaction on proactive behavior ( $\beta_3$ ) is 0.633 (t-value 7.754, sign .000) which indicates that the effect is significant. It can be concluded that hypothesis 3 is accepted, which means that the higher the perceived job satisfaction, the more senior officer tends to be more proactive in his work. When compared with the influence of POS on proactive behavior, job satisfaction can be considered an important determinant of proactive behavior. Something that can make a person more proactive in his work is the sense of satisfaction he has for work. The findings of this study indicate that the mechanism of social exchange regarding feelings of satisfaction with the behavior displayed at work applies to senior officers who work at regional development banks in East Java.

H4 = Job Satisfaction has an important mediating role in the effect of perceived organizational support on proactive behavior

The results of the path analysis show that there is a significant influence of POS on job satisfaction, as well as the effect of job satisfaction on proactive behavior. Each of these relationship paths shows a large influence value ( $\beta_1 = 0.883$ , sign .000 and  $\beta_3 = 0.633$ , sign .000). Then the value of the indirect effect of POS on proactive behavior through job satisfaction was found to be 0.559. Based on this, it can be concluded that job satisfaction has an important mediating role in the POS effect on proactive behavior. While the total effect value of POS on proactive behavior was found to be 0.883. The total effect value shows a positive number, which means that the path analysis model in this study is positively linear.

The interesting thing that can be discussed from the findings of this study is that even though the support felt by senior officers can directly influence proactive behavior, the value of the effect is not as big as job satisfaction. Although empirically it can validate or strengthen the results of previous research related to the POS relationship with proactive behavior directly (Agustina & Harijanto, 2022; Shin & Kim, 2015). Still, the value of the effect is found to be greater than job satisfaction. The indirect effect of POS on proactive behavior through job satisfaction also still has a greater influence value when compared to the direct influence of POS - proactive behavior.



**Figure 2. Result of Path Analysis**  
 Sources: Data Processed (2022)

The calculated value for the total determination coefficient in the path analysis model is  $1 - (0.780)^2(0.869)^2 = 0.5406$ . These results indicate that the level of data diversity that can be explained by the model is 54.06 percent. While the analysis results model can explain 54.06 percent of the phenomenon of proactive behavior studied in this study, while the remaining 45.94 percent is explained by other variables (which have not been included in the model) and errors. Overall, POS and job satisfaction can be considered important determinants of the proactive behavior of employees.

The research model tested on a sample of senior officers in banking shows that the social exchange mechanism works and is well demonstrated based on the research findings. Job satisfaction is still considered an important determinant of employee performance, in this case, proactive behavior in working in organizations. In addition, POS remains a very strong and important determinant of job satisfaction (Ahmed & Nawaz, 2015; Mohammadpanah, 2016). Support from a large organization is needed to make employees feel satisfied in their work. Another theoretical implication is the role of job satisfaction which can be considered the most important thing in mediating POS with attitudes or behavior related to work or organization. This confirms several previous empirical studies regarding the meaning and important role of job satisfaction felt by individuals in an organization in a model based on social exchange theory (Ahmed & Nawaz, 2015; Fard et al., 2015; Herianto & Yanuar, 2021; Mohammadpanah, 2016).

Nonetheless, the research findings imply that the total variance of the model represents a value of 54.06 percent. This means that 45.94 percent is another factor outside the variables observed in this research model. These results imply that there is great potential to explore other potential determinants of proactive behavior. Social exchange mechanisms have proven to be important and very commonly recognized in organizations (Cropanzano & Mitchell, 2005), but of course, the form of a person's attitude that is important to recognize is not only in the form of job satisfaction. Some other factors or things can potentially be identified as important determinants of proactive behavior such as organizational justice (Agustina & Harijanto, 2022; Ren et al., 2018) or also commitment (Ghitulescu, 2016; Yin et al., 2017) as well as job engagement (Caesens et al., 2016; Cooper-Thomas et al., 2014; Nguyen et al., 2021). This shows that although social exchange theory can explain how proactive behavior is elicited in an organization, it is interesting to examine other attitudinal mechanisms beyond job satisfaction that have the potential to be important determinants of proactive behavior.

The mean score for each variable shows interesting results. In general, senior officers feel that the organizational support they feel is quite good, but both job satisfaction and proactive behavior shown by senior officers fall into the mediocre. It seems that even though the perceived organizational support is quite high, the facts show that this condition is not always linear with feeling satisfied with the job and even a tendency to behave proactively at work. These results indicate that the status of someone with more seniority at work in an organization may not make him more proactive at work. It could be that other important factors can affect proactive behavior and there is possibility about the effect is greater.

## CONCLUSION

The research findings revealed that both perceived organizational support (POS) and job satisfaction were found to be important determinants of proactive behavior among senior officers in regional development banks in East Java. Job satisfaction is the most important thing in encouraging proactive behavior from senior officers when compared to perceived organizational support. Meanwhile, perceived organizational support is important in building perceived job satisfaction among senior officers. The social exchange mechanism is proven to be able to explain how proactive behavior is formed. The diversity of the models was found to be quite good, with a moderate explanatory variance indicating that the model can be well confirmed for the effect on the relationship between variables in the research model.

Limitations in this study that can be inventoried include the use of self-assessment in primary data collection which has the potential to cause bias or subjectivity in the assessment by respondents. In addition, the research cannot generalize the findings to a larger scale. The nature of these findings is of course only limited to the sample area observed in this study, as well as the categories of units of analysis that have been set are limited to senior officers.

Despite these limitations, we believe that our research makes several important contributions. Although this study has answered important questions, it has only investigated a small portion of the problem. Future research could employ a multi-method research assessment that would include both qualitative and quantitative methods of gathering the data, perhaps a case study and a survey. This combination of quantitative and qualitative data gathering would enable a better understanding of the research problem than what a single method allows. Future research should examine the way other work attitudes and behaviors are influenced by the POS and job satisfaction, as well as what other factors could affect proactive behavior in the organization. Different industries should be explored to determine which industries are feeling the most effects of POS in the social exchange theory perspective on proactive behavior.

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